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CITY OF STUART TRAM BUSINESS PLAN

Spring 2019

PREPARED FOR

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EXECUTIVE SUMMARY

The Martin Metropolitan Planning Organization (MPO) is assisting the City of Stuart in evaluating the current downtown Tram system by providing professional services to review historic and existing operations, analyze current and projected costs and revenues and develop a five-year plan of activities to maintain and grow ridership for the Downtown Stuart Tram.

The results of our coordination, observations and analyses indicate that the system is highly successful, provides a critical link between parking and the downtown, is well embraced by the community and has been a key fixture contributing toward the charm and ambiance of Downtown Stuart.

Background

The City of Stuart is a city of approximately 15,593 residents (Source: Census 2010) located in Martin County, Florida. The Downtown is a charming old Florida style waterfront commercial district located on the St. Lucie River and is home to a mix of small shops, restaurants, and parks as well as a scenic riverwalk and a 500-seat historic theater.

In 2006, the Community Redevelopment Agency (CRA) purchased one fuel-powered Tram to relieve perceived parking issues and, what has now become the Downtown Stuart Tram, was initiated using Tax Increment Funds (TIF), a funding source unique to CRAs. The City of Stuart CRA has continued investing in the Tram to improve mobility and accessibility both as a way to reduce vehicular traffic and congestion and to stimulate economic development.

Initially, the Tram functioned as a demand-response service where an individual passenger could call the Tram directly, request pick up at their location, and ride to another location, all within the downtown area. This demand response system transported anyone who called to and from shops, restaurants, the theatre, and parking lots in the downtown district on a daily basis. The City also hosted a variety of special events throughout the year, bringing thousands of people to the area who utilized the Tram heavily during these events.

In 2010, the CRA adopted the Downtown Master Parking Plan and in 2012 the CRA purchased its second vehicle, an all-electric Tram. At this time the Tram service transitioned from a demand-response system to a micro-transit system offering eight scheduled stops around the Historic Downtown. A third electric Tram was purchased by the CRA in 2013. (Source: City of Stuart Service Development Proposal)

With this expansion, the CRA educated the public about the enhanced service through new signage, the City website, and a public relations campaign including email, brochures, news releases, and the CRA Facebook page. The CRA's relationship with the Stuart Main Street and the Downtown Business Association programs helped promote the Tram through their marketing materials as well as to employees to use the Tram and park at satellite parking areas. Today the Tram carries tens of thousands of riders per year and is a well-established asset enhancing the charm and mobility of downtown Stuart.



Even though the current Tram has specified stops, for all practical purposes, it operates a flag-down, flex route service responding to on-demand requests in Downtown Stuart. The City has six vehicles, one gas and five electric, with varying passenger capacities. The Tram currently offers 14 stops in the downtown on 2.2 mile route, operates 7 days per week (Sunday 9:00 AM-5:00 PM, Monday-Wednesday 8:00 AM-8:00 PM, Thursday and Friday 8:00 PM-10:00 PM, and Saturday 9:00 AM-10:00 PM) and can shuttle passengers from four long-term satellite parking lots. One additional stop, the Kindred Street stop, is an on-call only stop. The Tram is co-located near Martin County Public Transit (Marty) stops at two locations (Kiwanis Park and at the corner of SE Ocean Boulevard and SE Hospital Avenue) and the Kindred Street stop is approximately 1/5 of a mile north of the Marty Route 1, US 1 stop. In 2017 the Tram was placed under the direction of the City Public Works Department after being previously under the CRA.

Currently, there is one team leader and 12 part-time drivers. The Tram route is run with 2 vehicles on the route. During special events a third Tram is added. The Tram also offers history tours on Tuesdays, Thursdays and Saturdays at 10:00 AM and 1:00 PM. The tours are 1 hour 20 minutes. The Tram is a free service to riders and drivers do not accept tips. Figure 1 shows the current routes and connectivity to the Martin County Public Transit (Marty) system and area park-and-ride lots. Figure 2 shows the current stops for the Stuart Tram from the City's marketing brochure.



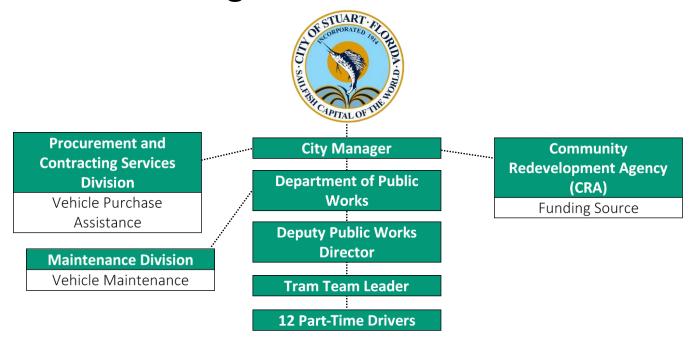
Figure 1. Stuart Tram Routes in Context with Marty Routes and Area Park-and-Ride Lots

Source: MARLIN Engineering Inc.



City of Stuart Tram

Organizational Chart



Business Plan Impetus

Tram capital, operating and maintenance costs have been addressed through the annual CRA and City budgeting process to date. As mentioned above, the CRA originally funded the Tram through a TIF program. In July 2016 the CRA received a Transit Development Grant from the Florida Department of Transportation (FDOT) District Four. The grant provided funding for the purchase of two more vehicles and operating costs for three years through June of 2019.

The Tram system transported over 48,000 passengers in 2017. Funding for the Tram is limited as the FDOT grant is expiring and cannot be renewed with the Tram system's current operation. In order to be prepared for future funding, an in-depth look at the Tram's operations and the development of a thorough business plan are important next steps. This business plan will provide the decision-makers with the information to move forward and meet the goals of improved mobility and accessibility for downtown Stuart and an understanding of funding for the immediate short-term. The Martin Metropolitan Planning Organization (MPO) coordinated with the CRA and City on the concept of developing a multi-year business plan and subsequently has offered to provide consultant services. This business plan is the result of those discussions. It was agreed that the Tram should have a plan developed to sustain and potentially expand services over a five-year period.

In Section I the existing conditions in the City of Stuart are presented. In Section II, case studies from across the nation are researched with data including service characteristics, vehicles, information sources and funding. In Section III the alternative choices of investments in marketing, altering the routing, increasing service and



emerging technologies are investigated. Table 5 shows the 5-year alternative cost analysis. In addition, the existing and potential new funding sources are discussed in detail. In Section IV Transportation Network Companies (TNCs) and their impacts are presented. In Section V the Tram route infrastructure is inventoried. In Section VI the additional opportunities identified during the course of the study are listed. The Appendices contain the background materials.



Figure 2. Existing Routes and Stop Locations

Source: City of Stuart

Goals and Objectives

The Project Team coordinated with MPO and City staff to develop a goal statement and specific objectives to guide the plan for the next five (5) years.

Goal: Continue to Plan, Operate and Maintain the Downtown Stuart Tram consistent with a Vision of enhanced mobility and economic development for the Downtown Stuart Area.

The Goal is proposed to be accomplished by setting forth the following objectives to be achieved beginning this Fiscal Year (FY) 2019 through FY 2025 with annual updates:

» Improve Tram reliability, efficiency and effectiveness

City of Stuart | Tram Business Plan



- » Assure fiscal stability through five (5) year budgeting
- » Create a distinct and recognizable brand for the Tram
- » Seek out and apply for grants and private sector participation
- » Increase transit ridership levels by capturing traditional and new transportation markets
- » Continue intergovernmental coordination with regional transportation authorities and the private sector to foster strong partnerships

The graphics below provide three planning horizons for the immediate future, the mid-term and the long-term of the Tram and the recommended actions for the City during these timeframes.

SHORT TERM – 2019

- » 2019 Continue to enhance, operate and maintain the Downtown Stuart Tram Underway
- » 2019 Purchase new vehicle per FDOT Transit Service Development Grant 50/50 Underway
- » 2019 Implement plan to extend service to Sailor's Return
- » 2019 Pilot a fixed route schedule
- » 2019 Define staffing roles and responsibilities
- » 2019 Market service
- » 2019 Adopt a dynamic Five (5)-year Financial Plan that should be continuously updated
 - Initiate efforts to increase revenue stream
 - o Increase CRA Funding based on historical growth in taxable value
 - o Identify options for utilization of parking revenue
 - Advertising vehicles and shelters
 - Special event fees
- » Seek additional funding for 2019 and prepare and submit 2020 to 2025 Budget Plan



MID TERM - 2020-2021

- » Maintain existing service levels
- » 2020 Implement and accrue revenues from:
 - Advertising
 - Special events
- » 2020 Coordinate with the CRA on implementation of parking fare infrastructure
- » 2020 Apply for a FDOT Intermodal Grant for a new shelter
- » 2021 Implement and accrue revenues from:
 - Parking
- » 2021 Implement FDOT Intermodal Grant and construct shelter
- » 2021 Research vehicle types for purchase of replacement in 2022
- » Plan and prepare Annual Five (5)-year Budget Plans

LONG TERM - 2022-2025

- » 2022 Vehicle replacement
- » 2022 Prepare and submit FDOT Transit Service Development Grant Application for expanded service
- » 2022 Apply for FDOT Intermodal Grant for a new shelter
- » 2023 Implement FDOT Service Development Grant purchase new vehicle, implement new service and market new service
- » 2023 Implement FDOT Intermodal Grant and construct shelter
- » 2024 Vehicle replacement
- » 2024 Increased advertising on new shelter and 3rd in-service vehicle
- » 2024 Apply for FDOT Intermodal Grant for a new shelter
- » 2025 Implement FDOT Intermodal Grant and construct shelter
- » Plan and prepare Annual 5-year Budget Plans plan shall include account for accommodation of expiration of FDOT Transit Service Development Grant

The Draft Business Plan was presented to the City of Stuart Commission at the March 11, 2019 Commission Meeting. As a result of the presentation the City of Stuart now has a better understanding of the future funding needs for the Tram. With this information, the elected officials can better evaluate potential future funding sources and City priorities. The meeting's discussion included using parking fees, paid tours, and CRA funds as potential sources of future funding. Some Commissioners expressed support for opportunities for Tram expansion and additional marketing. Much of the meeting's discussion and public comment was regarding the March 1, 2019 route and schedule changes and the benefits and shortcomings of this new service. The minutes of the meeting can be found in the Appendix.



SECTION I. EXISTING CONDITIONS

Downtown Survey Results

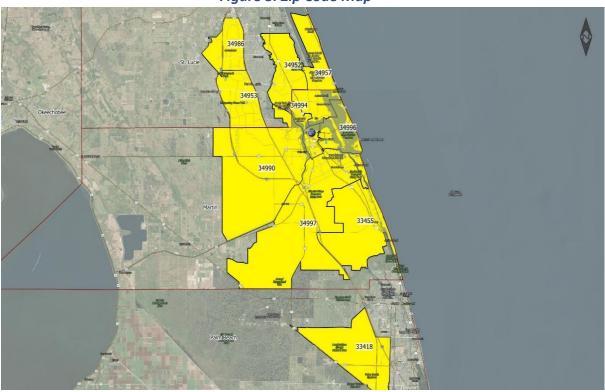
A survey was created in order to gain local insight into the Tram, its operations, customer satisfaction and usage. The MARLIN team visited Downtown Stuart on the afternoon of Sunday, October 14, 2018 during the Green Market and on the evening of Friday, December 7, 2018 during the Christmas parade, to talk to residents, business owners, employees and visitors and survey their opinions of the Tram. 81 surveys were taken.



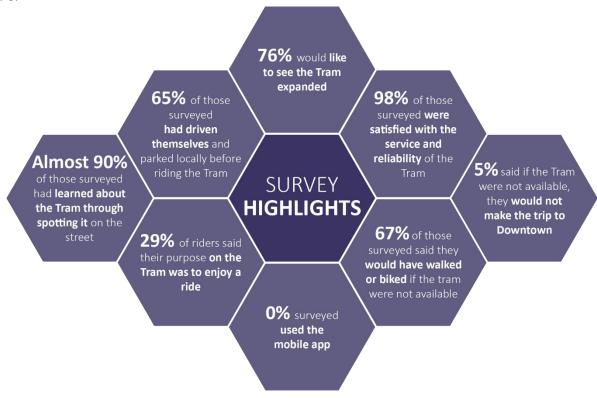
The questionnaire had a series of six questions for non-Tram riders and 15 questions for those who rode the Tram at least one time. The first question asked the participant's zip code. The Tram was used by people throughout the Treasure Coast from northern Palm Beach County, Martin County and to Central and South St. Lucie County. We also heard from citizens that use the Tram that live right along the route and snowbirds visiting Stuart during the winter months.







The survey highlights show key results indicating that connections to parking are a major part of the Tram's success as well as people just wanting to enjoy Downtown Stuart. The survey form and notes can be found in Appendix C.





Tram Ridership Analysis

Tram ridership data for 2016, 2017 and January to October 2018 was obtained and analyzed. The data is collected manually by the drivers on a ridership sheet and includes passenger pickup by the closest stop and hour of the day. Figure 4 shows monthly ridership.

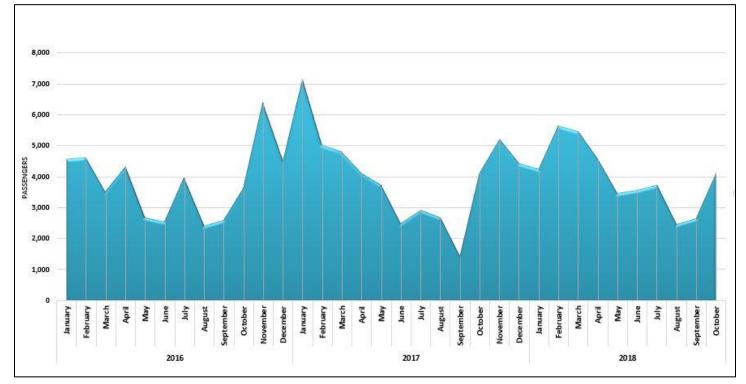


Figure 4. Stuart Tram Monthly Ridership Years 2016, 2017 and 2018

Source: City of Stuart

2017 monthly ridership shows September as the month with the lowest ridership. January 2017 is the month with the highest ridership. Overall the highest ridership months are January, February, October, November and December, coinciding with the City's tourist season.

For the past three years, 2016, 2017 and 2018, ridership has been increasing with 44,854 riders in 2016, 48,120 riders in 2017 and 39,941 riders through October 2018. This puts 2018 on track to exceed 2017 ridership with 4,438 average monthly passengers surpassing 2017's 4,010 average monthly passengers. Figures 5 and 6 show monthly ridership by year.

Figure 7 includes the stop activity for 2017. The most popular stops on the Tram route are City Hall and Haney Circle with 22,429 total riders in 2017 with Pelican/Flagler Park a close third. The least popular stops are Osceola and the School Board in 2017. Note that our field observations and discussions with passengers and the general public indicated that the stop locations are not well known. Many people did not know what stop they were picked up and further indicated that they just wave down the Tram. As previously stated, the driver's boarding report provides the "nearest" pickup stop. Table 2 includes stop activity for 2016, 2017 and 2018.



Time of day data was also analyzed in Figure 8 to determine peak ridership times. The data clearly shows peaks at noon and 5:00 PM as well as high ridership during the hours before and after these peaks representing the lunch and dinner windows as well as the end of a 9:00 AM - 5:00 PM workday.

Table 1 provides an analysis of special event ridership for 2016, 2017 and through October 2018. The 2016 and 2017 analysis shows that the top 10 special event days represent 17.2% and 18.2% respectively. The top special event days include the Air Show, the Boat Show, community events and holidays. The highest ridership day was on November 5, 2016 for the Air Show, with 1,430 riders. During special events the City provides additional Trams and drivers with varied routing to accommodate the event.

Marty ridership for 2017 was also reviewed at the Marty stops in proximity to the Stuart Tram route in Figure 9. The two Marty routes that are operated in proximity to the downtown are Route 3, (the Stuart Route) and Route 1, (the US 1 Route). The Tram is co-located at two Route 3 stops, at Kiwanis Park and at the corner of SE Ocean Boulevard and SE Hospital Avenue. Route 3 has a third stop near downtown at the corner of SE Martin Luther King Boulevard and SE Flagler Avenue and a fourth stop on SE Johnson Avenue just north of US 1. In addition, the Tram's Kindred Street stop is approximately 1/5 of a mile north of the Marty Route 1, US 1 stop.

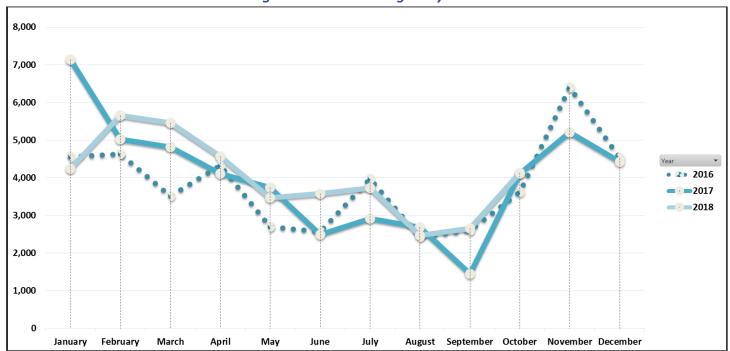
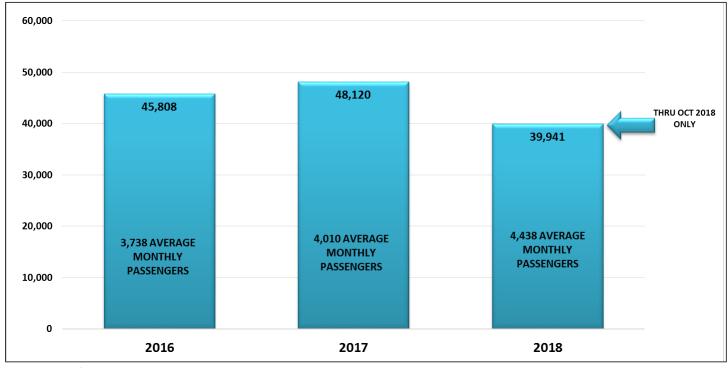


Figure 5. Tram Passengers by Year

Source: City of Stuart

Figure 6. Downtown Stuart Tram Annual Ridership





Source: City of Stuart

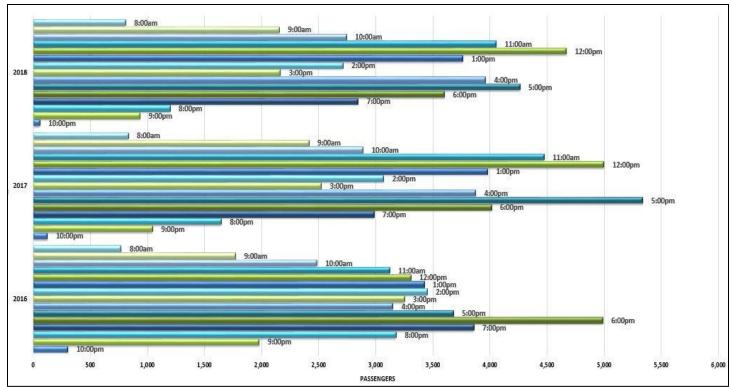
14,000 12,000 City Hall Haney 10,000 Pelican **PASSENGERS** 8,000 6,000 Kiwanis Sailfish Courthouse 4,000 Hospital 2,000 Terra Osceola School

Figure 7. 2017 Passengers by Stop

Source: City of Stuart







Note: 2018 data thru Oct. Source: City of Stuart



Table 1. Special Event Ridership

Year	Date	Event	Total Day	% of Special Event Ridership/Year
	November 5, 2016	Air Show	1,430	
	November 6, 2016	Air Show	973	
	July 4, 2016	Independence Day	954	
	November 4, 2016	Air Show	949	
2016	January 16, 2016	Boat Show	775	
2016	January 17, 2016	Boat Show	760	
	October 31, 2016	Halloween	577	
	February 28, 2016	Craft Fair	494	
	February 27, 2016	Craft Fair	478	
	December 2, 2016	Parade	474	
2016 To	tal Special Event		7,864	47.20/
2016 To	tal Year		45,808	17.2%
	January 15, 2017	Boat Show	1,364	
	January 13, 2017	Boat Show	1,299	
	January 14, 2017	Boat Show	1,251	
	November 4, 2017	Air Show	1,112	
224=	October 31, 2017	Halloween	1,020	
2017	March 4, 2017	Jensen Beach Book Event	631	
	February 25, 2017	Arts Fest	579	
	August 19, 2017	Dancing in the Streets	549	
	December 19, 2017	Memorial Event	483	
	November 3, 2017	Air Show	470	
2017 To	tal Special Event		8,758	10.30/
2017 To	tal Year		48,120	18.2%
	May 12, 2018	Heritage Houses	785	
	October 20, 2018	Arts Fest	642	
	July 4, 2018	Independence Day	516	
	March 3, 2018	Book Fair	513	
2010	January 13, 2018	Boat Show	474	
2018	March 31, 2018	Baptist Picnic	445	
	February 24, 2018	Art Fest	437	
	October 27, 2018	Halloween Event	427	
	February 25, 2018	Art Fest	424	
	April 28, 2018	Sea Food Fest	415	
2018 To	tal Special Event (Thr	5,078	12.7%	
2018 To	tal Year (Thru Oct Only)	39,941	12./70	
Total Sp	ecial Event (2016-th	ru Oct 2018)	21,700	16.2%
Total Ye	ear(2016-thru Oct 201	18)	133,869	10.2/0

Source: City of Stuart



Table 2. Ridership by Stop

Tram Stop	2016	2017	2018	Grand Total
City Hall	10,205	11,469	8,723	30,397
Haney	10,522	10,960	8,721	30,203
Pelican	7,584	8,604	8,730	24,918
Kiwanis	2,644	5,417	5,265	13,326
Sailfish	2,655	4,637	4,684	11,976
Hospital	1,218	1,733	2,218	5,169
Courthouse	457	3,837	201	4,495
Terra	815	1,361	1,328	3,504
Osceola	355	83		438
School	3,157	19		3,176
Total	39,612	48,120	39,870	127,602

Source: City of Stuart

Figure 9. 2017 Marty and Stuart Tram Ridership



Source: MARLIN Engineering Inc.

Fleet Conditions

The Tram currently has six vehicles, one gas and five electric, with varying passenger capacities. All are in good condition. The Expected Remaining Years were determined assuming a 10-year vehicle lifespan and determines



the year a replacement Tram would be needed. Staff stated that the vehicle charge will last 50-80 miles (+/- 8 hours) per charge with the vehicles averaging 13 miles per hour. As the Tram picks up more riders (weight), the battery life wears down at a faster rate. Table 3 provides a description of the vehicle inventory.

Table 3. Vehicle Inventory

Unit #	Vehicle Description	Passenger Capacity	Wheelchair Ramp	Operating System	Operating Voltage	Mileage/Hrs (Oct 2018)	Vehicle Condition	Expected Remaining Years	Replacement Tram Needed
MTS1	2007 Club Car	10	Yes	Gas	N/A	12,204 Hrs	Good	1	2019
MTS2	2012 Moto electric	11	Yes	Electric	72v	95,144 miles	Good	4	2022
MTS3	2014 Moto electric	15	No	Electric	72v	45,523 miles	Good	6	2024
MTS4	2016 Moto electric	11	Yes	Electric	72v	33,947 miles	Good	8	2026
MTS5	2016 Moto electric	11	Yes	Electric	72v	32,222 miles	Good	8	2026
MTS6	2017 Moto electric	23	No	Electric	72v	9,590 miles	Good	9	2027
Trailer		10							

Source: City of Stuart





MTS1 MTS2







3





5



Trailer

Four of the vehicles have a manual wheel chair ramp that can be unhooked by the driver upon request. The electric vehicles have a solar panel assist on top of each vehicle providing a minimal amount of extra power. The



vehicles undergo regular maintenance and the batteries (lead-acid) have an average lifespan of 2.5 years. At a cost of \$1,450 per 12-battery set, a Tram will go through a set of batteries four or more times during its lifespan. Another battery technology the City has begun to review is lithium ion batteries. These are more expensive at \$7,000 per 12-battery set, plus vehicle retrofits and chargers. The benefits of these more expensive batteries are being investigated.

Environmental Benefits

Using the data from the survey discussed in Section I, 26% of people would have driven if the Tram were not available. Applying that rate to 2017 Tram ridership, shows 12,511 riders would have driven if the Tram were not available. Assuming each driver drove ½ mile looking for parking and parking downtown, in 2017 the Tram saved 6,255 miles of driving, resulting in improved downtown air quality and a savings of approximately 2.3 metric tons of CO2. (Source: https://www.carbonfootprint.com/calculator.aspx)

Interviews and Site Visits

In addition to the surveys, interviews were conducted with representatives from the Stuart Boat Show, the Downtown Business Association, Stuart Main Street, the Chamber of Commerce, Molly's House, St. Mary's Episcopal Church, as well as with downtown businesses, Tram drivers, and a Marty driver. In addition, MARLIN staff made numerous visits to the downtown to ride and observe the Tram at various times.

The Tram drivers all fulfilled their reputations as friendly and knowledgeable. They shared their efforts in meeting riders at their locations when riders called the Tram phone number as well as offering rides to those along the route. During special events the drivers would remain stationed at various stop locations when not servicing riders in order to conserve battery. Marty drivers are extremely knowledgeable of the history and character of Stuart and are known for giving impromptu narration of local attractions with thoughtful interaction with the passengers.

- » The Boat Show representative was interested in further coordination with City as they sold 18,000 tickets to the 2018 Boat Show.
- » Others spoke about the perception of unreliability for the Tram while also acknowledging the importance of the Tram as an asset to the City for tourism and local mobility.
- » As merchants have employees park at the park-and-ride lots and take the Tram, this frees up parking near the businesses.
- » The Tram is a great aid to counter the mindset that there is no parking available downtown.
- » Interviewees emphasized the Tram's value to tourism, but spoke of opportunities for getting the word out and improving reliability to capture new riders.

During both survey days, instances of a Tram being removed from the route due to low battery charge were observed. Interview notes can be found in the Appendix D.



Existing Budget

Although the Tram has 14 specified stops, the Tram currently operates as a flag down, flex-route service utilizing 6 vehicles and 12 drivers. Maintenance, management and administration are provided by City staff. The recently ended Fiscal Year (FY) 2018 (October 2017-September 2018) budget for Micro-Transit Operation was \$181,372. Each year is broken down into personal services, operating expenses and capital outlay. Personal services include salaries and benefits. Operating expenses include phones, electricity, insurance, printing, repair and maintenance including battery purchases, office supplies, fuel, GPS and app and uniforms. Capital outlay includes the cost of the Trams. Table 4 shows the Tram budget for fiscal years 2014-2019.

Table 4. City of Stuart - Tram Budget

Micro-Transit Operations	FY2014**	FY2015**	FY2016**	FY2017***	FY2018***	FY2019***
Personal Services				136,882	150,279	150,965
Operating Expenses	22,607	21,060	28,197	10,864	31,093	29,806
Capital Outlay	30,000	97,000	0	29,943	0	35,000
Total	\$52,607	\$88,060	\$28,197	\$177,689	\$181,372	\$215,771

^{**} Tram Budget under CRA

^{***} City of Stuart Micro Transit Operations budget



SECTION II. CASE STUDIES

This Section describes different microtransit services from around the U.S. and lessons learned from the experiences of operating those services. This information was compiled from multiple sources, including the operators' web sites and reports and various news articles.

Main Street Trolley (Park City, UT)

Service Characteristics

Main Street Trolley is operated by Park City Transit, the City-operated public transit service. The Trolley serves downtown Park City seven days a week from 10:00 AM to 11:00 PM at approximately 15-minute headways. The Trolley is free to ride and typically serves tourists and special event attendees. Riders can request service by waiting at Trolley stops (which are demarcated with signs) or flagging down the Trolley anywhere along its route. Annual ridership in 2014 was 70,993.

Vehicles

There is one Trolley vehicle in the Park City Transit fleet. The Trolley vehicle is a replica trolley bus that has 30 seats and runs on clean (ultra-low sulfur) diesel.

Information Sources

Trolley information is available via a real-time bus location tracker, Google Transit, an app, and the Park City Transit web site (https://www.parkcity.org/departments/transit-bus/routes-schedules).

Funding

The Trolley relies on Section 5309 funds, local match from the City, and Park City Transit's overall system funding (including funds from a mass transit sales tax, resort tax, business licenses, bus advertising, donations, County contributions, and night rental license fees).





Main Street Trolley Vehicle

Source: https://www.visitparkcity.com/blog/post/introducing-park-citys-new-ride/



i-Ride/Gotcha (Sarasota, FL)

Service Characteristics

i-Ride was launched in March 2017 and was originally operated by Gotcha Group for the City of Sarasota. It was fare-free and served downtown Sarasota seven days a week from 12:00 PM-11:00 PM Riders included residents and tourists. Riders could request service by flagging down vehicles or calling. Between March 2017 and March 2018, i-Ride served 47,000 riders.

In August 2018, the operator contract was terminated. Starting in January 2019, the service will operate independently of City support under the Gotcha brand and will provide trips for a flat fare of \$3.00 (payable only via credit card or the service's app) after the first week of resumed service. The contract with the City was terminated because the i-Ride service was not self-sustaining with the inclusion of driver wages. (In the original forecasts, drivers were to be paid via tips only, but tips turned out to be inadequate. The shortfall in the first year of i-Ride operations was \$85,000.) Gotcha's CEO stated in August 2018 that similar services operated by the company nationwide are not financially independent.

Vehicles

Gotcha uses electric golf carts that seat seven (including the driver). Gotcha also operates e-bikes and e-scooters. During i-Ride operations, three of the seven vehicles in the fleet ran in peak operations.

Information Sources

Information about the current service is available via Gotcha's web site (https://ridegotcha.com/ride/) and an app.

Funding

The City of Sarasota provided a \$340,000 City subsidy to cover the first two years of i-Ride operations (starting with a March 2017 launch). i-Ride service relied on on-vehicle ads but the Gotcha service will not.



i-Ride Vehicle

Source: https://www.yourobserver.com/article/city-strikes-deal-with-downtown-transit-operator



Gotcha Vehicle

Source: https://ridegotcha.com/location/sarasota/



Freebee (Miami, FL)

Service Characteristics

Freebee is operated by a private company of the same name and serves six districts in Miami as well as Coconut Grove, Coral Gables, Key Biscayne, Islamorada, Miami Beach, and Miami Lakes. Service is planned for Pinecrest. Service days and hours are shown in the table below. Rides are free. The service started as an ad-supported transportation option in South Beach. Riders typically use the service to circulate within each service area for work or recreational trip purposes.

Freebee Service Days and Hours

Service Area	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Miami	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-
	11:00 PM	11:00 PM	11:00 PM	11:00 PM	11:00 PM	2:00 PM	2:00 PM
Coconut Grove	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-
	8:00 PM	8:00 PM	8:00 PM	8:00 PM	11:00 PM	11:00 PM	11:00 PM
Coral Gables	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-	11:00 AM-
	11:00 PM	11:00 PM	11:00 PM	11:00 PM	11:00 PM	11:00 PM	11:00 PM
Key Biscayne	8:00 AM-	8:00 AM-	8:00 AM-	8:00 AM-	8:00 AM-	8:00 AM-	10:00 AM-
	8:00 PM	8:00 PM	8:00 PM	8:00 PM	8:00 PM	10:00 PM	10:00 PM
Islamorada	11:00 AM-	No Service	No Service	No Service	4:00 PM-	4:00 PM-	12:00 PM-
	8:00 PM				12:00 AM	12:00 AM	12:00 AM
Miami Beach	12:00 PM-	12:00 PM-	12:00 PM-	12:00 PM-	12:00 PM-	12:00 PM-	12:00 PM-
	2:00 AM	12:00 AM	12:00 AM	12:00 AM	2:00 AM	2:00 AM	2:00 AM
Miami Lakes	10:00 AM-	8:00 AM-	8:00 AM-	8:00 AM-	8:00 AM-	8:00 AM-	No Service
	2:00 PM	3:00 PM	3:00 PM	3:00 PM	3:00 PM	3:00 PM	
Pinecrest	No Service	7:00 AM-	7:00 AM-	7:00 AM-	7:00 AM-	7:00 AM-	4:00 PM-
		7:00 PM	7:00 PM	7:00 PM	7:00 PM	7:00 PM	10:00 PM

Vehicles

Freebee uses electric golf carts that seat six (including the driver). The vehicles include mini HD televisions and audio systems.

Freebee service started in South Beach with a fleet of six vehicles. The 2014 fleet for all service areas consisted of 20 vehicles, and the 2017 fleet consisted of more than 40 vehicles.

Information Sources

Information about Freebee service is available from the Freebee web site (https://ridefreebee.com/), an app, and signage in the service area.

Funding

Freebee services are funded differently in different service areas. In some service areas, the city subsidizes part of the cost and advertisers fund the rest. Ads include on-vehicle ads, mobile ads, and brand promotion by drivers. In some service areas, sponsorships cover the entirety of the cost. Drivers are allowed to accept tips.





Freebee Vehicle

Source: https://www.miamiherald.com/news/business/technology/article207422894.html





Freebee Vehicle with Alternative Door Design

Source: https://ridefreebee.com/

Downtowner (Tampa, FL)

Service Characteristics

The Downtowner is an on-demand service that has operated in downtown Tampa since 2016. It currently operates Monday through Thursday from 7:00 AM-9:00 PM, Friday from 7:00 AM-10:00 PM, Saturday from 12:00 PM-10:00 PM, and Sunday from 12:00 PM-8:00 PM Prior to September 2018, the service operated from 6:00 AM-10:00 PM on weekdays and from 11:00 AM-11:00 PM on weekends; service was cut in September 2018 due to a 20% budget shortfall after the loss of a grant. Riders request rides by flagging down vehicles or via an app. The service was extended to Tampa Heights in October 2018.

The Downtowner carried 329,000 riders in its first two years. In 2017, it carried approximately 500 riders per day. In August 2018, it carried an average of 540 riders per day, with peak demand occurring during the rush hours and lunch. The typical user is a commuter, including travelers making first-mile/last-mile connections at Marion



Transit Center, but the service is also used for trips to and from entertainment uses. The average wait time for a trip was 26 minutes in 2017 and 2018.

In June 2018, there were discussions about having HART take over operations in 2019, as HART's ends its In-Towner trolley service.

Vehicles

In 2017, the Downtowner used Polaris Global Electric Motorcars (GEM) mini-shuttles (electric, with six seats) and two Chevy Bolts (electric, with five seats). In 2018, Tesla Model X SUVs (electric, with six seats) were introduced in partnership with HART on a temporary basis to increase vehicle range, offer air conditioning, and decrease wait times. Downtowner started with a fleet of 12 GEM mini-shuttles (eight used during peak periods) in 2016.

Information Sources

Information about the Downtowner is available via the Tampa Downtown Partnership web site (https://www.tampasdowntown.com/getting-around/downtowner-ride-service/) and an app. On the web site, Downtowner service is classified as "Ride Service" rather than "Public Transportation."

Funding

The Downtowner relies on three funding partners (the Tampa Downtown Partnership, the City of Tampa, and HART) and supporters who include downtown hotels, businesses, developers and the University of Tampa. The operating partners have considered introducing on-vehicle ads and allowing drivers to accept tips. The service costs approximately \$1 million per year to run. Initial funding included \$560,000 from community development funds and \$450,000 (over three years) from FDOT. Downtown stakeholders also make contributions.



Downtowner Vehicle (Chevy Bolt)
Source: http://ridedowntowner.com/



eShuttle (Austin, TX)

Service Characteristics

eShuttle was operated by Electric Cab of North America (ECNA). It served three activity centers in Austin, including downtown Austin, the Domain activity center, and the Mueller activity center. Rides were free as part of pilot implementations that ended in late 2018. Service in Austin and the Domain operated seven days a week, from 6:30 AM-7:00 PM in downtown and from 6:00 AM-7:00 PM in the Domain. Service in Mueller operated Monday through Friday from 8:00 AM-8:00 PM and Sunday from 10:00 AM-3:00 PM (The Mueller service did not operate on Saturdays). Riders could request service by flagging down vehicles, calling, or using an app.

The services operated as flex routes, which means they followed a route but drivers were allowed to pick up and drop off passengers off the route so long as they remained in the service area. The downtown service carried 1,173 riders in its first month. In 2018, peak demand in downtown was from 4:00 PM-5:00 PM, and 46.9% of trips were commute trips. In the Domain, 20% of trips were used to get to work.

Austin's transit agency, Capital Metro, is planning a driverless shuttle pilot program in downtown Austin. This service would include six electric driverless shuttles operating between four downtown destinations. According to the Austin American-Stateman, similar pilot efforts are underway in Las Vegas and Ann Arbor.

Vehicles

eShuttle used electric golf carts for six occupants (including the driver). The Mueller service used a fleet of two vehicles.

Information Sources

Information is available from the operator's web page and app (https://ecabna.com/) and from partners (https://ecabna.com/) and

Funding

Initial funding for service in the three activity centers was provided via a \$1,000,000 U.S. Department of Energy Vehicle Technology Program grant, a partnership with Capital Metro, and a local water and energy research advocacy company. Some funding was provided by on-vehicle ads. ECNA has talked to businesses about private partnerships to continue services. Private bookings were available.





Domain eShuttle Vehicle

Source: https://communityimpact.com/austin/northwest-austin/environment/2018/02/15/free-electric-cab-service-expands-downtown-austin-sees-success-domain-northside/

Free Ride Everywhere Downtown (San Diego, CA)

Service Characteristics

Free Ride Everywhere Downtown (FRED) is operated by Free Ride and managed by Civic San Diego, the City's downtown development agency. FRED was launched in San Diego in 2014. In 2016, it operated from 7:00 AM-9:00 PM Monday through Thursday, from 7:00 AM-12:00 AM Friday, from 8:00 AM-12:00 AM Saturday, and from 9:00 AM-9:00 PM Sunday. It currently operates from 12:00 PM-9:00 PM every day. In August 2017, FRED carried 12,500 riders. A September 2018 news article projected that FRED would carry 170,000 riders by the end of 2018. The service is used by residents, workers, and visitors. Rides are free.

The service started with five vehicles in 2014. It had 17 vehicles in November 2017, and it is planned to have 30 vehicles by 2020. Company founders reported in 2017 that drivers were not available to pick up would-be riders up to 50% of the time, particularly during peak periods (i.e., the evening rush hour). The expanded fleet is expected to allow FRED to accept 100% of rider requests. The pick-up time goal is 8 minutes.

Vehicles

FRED uses electric golf carts that seat six (including the driver). Future plans include upgrading some of the existing fleet to a longer-running lithium ion battery.

Information Sources

Riders can request service via an app or flag down a vehicle. Priority is given to app requests. FRED's web site is http://thefreeride.com/san-diego.php

Funding

The original FRED was funded by on-vehicle ads. In 2016, some funding was provided by the downtown San Diego development agency, though the service is supposed to rely on ad revenue to the extent possible. The downtown development agency funding consisted of \$500,000 from downtown parking meter revenue, which comprised



\$200,000 for 10 new vehicles and \$300,000 for vehicle storage, charging stations, and start-up costs. \$2 million was set aside in 2016 for the next five years of operations. Drivers are paid a wage and benefits and are allowed to accept tips.

In 2017, ad revenue provided \$212,000 of the service's \$1.6 million budget. After service expansion in 2020, the service is anticipated to cost \$2.4 million per year, and ad revenue is expected to provide up to \$1.2 million of that due to the increased number of vehicles and an increased level of advertising.

The downtown development agency has pursued funding from the California Greenhouse Gas Reduction Fund, the California Air Resources Board (not awarded), and the California Department of Conservation, and the San Diego Association of Governments (not awarded). The agency has coordinated with the Port of San Diego and the City of San Diego to discuss service area expansion and use of parking revenues.



FRED Vehicle

Source: https://www.voiceofsandiego.org/topics/government/downtowns-free-transit-service-is-san-diegos-most-expensive-by-far/

Eco-Friendly Rides on Green Shuttles (Dallas, TX)

Service Characteristics

Eco-Friendly Rides on Green Shuttles (E-FROGS) is operated by a private company of the same name. It serves seven districts in Dallas, including downtown Dallas. Service is currently available seven days a week from 7:00 AM-11:00 PM. The service was launched in 2010, and it operated only after 5:00 PM in 2011. Rides are free. E-FROGS has a pick-up time goal of 15 minutes. In March 2018, the service provided 100-150 rides per day.

E-FROGS is typically used by visitors of entertainment districts, downtown employees, tourists, and special events attendees. In addition to providing on-demand service within the service area, shuttles can be rented for special events, and riders can book specialized tours of Dallas (e.g., history tours and brewery tours). The specialized tours are offered in partnership with the City, and their prices are \$25 to \$85 per adult, depending on the tour.



Vehicles

The service uses GEM e4 and e6 electric golf carts that seat six (including the driver). Doors were added to the vehicles in 2015 to create more space for on-vehicle ads. When not in use, the vehicles are parked in highly visible locations for advertising purposes. The service started with a fleet of three vehicles and had a fleet of six vehicles in 2011.

Information Sources

Rides can be requested by phone, text, or app. Information about the service is available on the E-FROGS web site (http://www.efrogsdallas.net/) and from partner web sites (such as http://www.dallasartsdistrict.org/plan-your-visit/e-frog/).

Funding

The service is funded by on-vehicle ads, tips, and private rentals. In March 2018, ads provided 60% of revenue, corporate services (group rentals and special events rentals) provided 20% of revenue, and city tours and tips provided 20% of revenue. There is no marketing budget; E-FROGS is publicized by word-of-mouth and partner organizations.

The Dallas Morning News reported in 2011 that the service was launched with a \$20,000 investment and three vehicles. Fares could not be charged due to a City prohibition on charging fares for electric golf carts. In 2011, typical tips ranged from \$5 to \$20 depending on the size of group using the vehicle.



E-FROGS Vehicle

Source: https://www.dmaqazine.com/business-economy/2018/03/how-tip-based-shuttle-service-efroqs-makes-money

Observations from the Microtransit Service Case Studies

- » Driver tips, while helpful, might not provide substantial funds to support operations.
- » Subsidies are likely to be necessary to kick off a service expansion (e.g., to cover the cost of new vehicles, infrastructure at new stops, etc.).
- » Specialized tours might provide a significant revenue source as well as a visitor-friendly amenity.

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- » If on-vehicle ads are used to fund service, the ads are likely to be more prominent as the ad portion of the budget increases.
- » Maximizing on-vehicle ad revenue is likely to require maximizing the amount of space available for onvehicle ads.
- » Advertising could also include stop branding, giveaways, and promotion by drivers.
- » Environmental agencies such as the U.S. Department of Energy might be viable sources of grant funding.
- » Vehicles not in service at the time might be parked in visible locations for marketing purposes.
- » It can be difficult to find current information about a microtransit service when the service is re-structured or re-branded (e.g., when a pilot effort concludes). Web sites and other information sources must be kept up-to-date.
- » Budgeting should consider publicizing the service.



SECTION III. ALTERNATIVES AND EXISTING AND POTENTIAL FUNDING

Alternatives

Marketing

The need for marketing was an issue that came up throughout the development of the Business Plan. During the survey, many had not heard of the Tram and others had suggestions on how best to get the word out. During interviews, the interviewees made recommendations for additional marketing and coordination. Good marketing cost money, so it is only prudent to include marketing ideas and the potential costs of a robust marketing effort within a comprehensive Business Plan.

Case studies continuously provide evidence on how marketing for public sector services yields many benefits. Philip Kotler, author of *Marketing in the Public Sector: A Road Map to improved performance* states:

"Marketing is much more than advertising; it is about knowing your customers, partners and competitors; segmenting targeting and positioning; communicating persuasively; innovation and launching new services and programs; developing effective delivery channels; forming partnerships and strategic alliances; and pricing/cost recovery. Marketing turns out to be the best planning platform for a public agency that wants to meet citizens' needs and deliver real value. In the private sector, marketing's mantra is customer value and satisfaction. In the public sector, it is citizen value and satisfaction. Government can deliver more quality, speed, efficiency, convenience and fairness to its citizens by using the marketing approach."

In the 2019 Tram budget there are no designated marketing funds. The budget includes funds for a GPS monitoring system budgeted at \$5,000 for the year and includes updates to the app. The app allows users who have downloaded the app access to view the location, in real time, of the Tram. Phone service is budgeted at \$1,000 and includes two phone numbers for riders to call the drivers to request pickup. Office supplies are budgeted at \$400 and include the needs of the office and limited printing of brochures and materials.

The City is currently undergoing a comprehensive website overhaul. This will be an opportunity to inform website visitors of the Tram and its availability.

Ideas that were received during the development of the business plan include:

- » Have a Tram ambassador at special events to market and inform attendees about the Tram
- » Additional and improved signage and wayfinding which will lead riders to the Tram
- » Additional marketing to local businesses for employees to park at park-and-ride locations and take the Tram to work
- » Informative targeted kiosks and outreach at key locations such as the Hospital, School Board, and Courthouse
- » Include Tram information with the water bill
- » Additional signage for the Tram with rider information at each stop
- » Provide more materials and handouts about the Tram to local businesses
- » Opportunity for Tram representatives to speak at Chamber of Commerce monthly luncheon
- » Coordinate with the Martin MPO to share Tram information at events in the community

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- » Coordinate with Marty for joint marketing opportunities
- » Market to Lyric Theater members

Routing

Alternate Scenario One in Table 5 continues with the existing level of service.

Pilot

The City of Stuart will be implementing a pilot on March 1, 2019, in an effort to transition the Tram from an on-call service to a set route with regular stops and headways. The pilot is based on the recommendations from the Walker Parking Study and a focus on improving the reliability of the Tram. In order to maintain timely headways (10-15 minutes) staff have identified two new routes. Figure 10 shows the maps for the new routes and schedule. The least utilized stops on the existing route are at the Hospital, the 6th Street stop, and the School Board and have been deleted from the route in this pilot.

One of the routes will be expanded to cross US 1 to service the Bed and Breakfasts and Sunset Bay Marina at Sailor Return. In the past the Tram had traveled across US 1 to service Sailors Return. However, the Trams were not licensed for travel on state roadways and service was discontinued. As of the Fall of 2018, the Tram vehicles are now state-licensed. With this new routing system, the routing would need to have scheduled milestones throughout the day to maintain service. Drivers would also need to be trained on the new route and timing. Currently drivers leave the route to service on call riders. In order to share this new routing and operation, the Tram would benefit from a robust marketing campaign including tailored signage and wayfinding and new materials.

The Trams fall under the state definition of a low-speed vehicle per Florida Statute 320.01(41) and operation guidelines under Florida Statute 316.2122 which defines the Tram as "any four-wheeled vehicle whose top speed if greater than 20 miles per hour but not greater than 25 miles per hour". However, in order to preserve the battery life and travel the daily distance required by the route, the Tram vehicles do not travel faster than 13 miles per hour. A faster speed would deplete the battery quickly, causing potential service interruptions.





Figure 10. Proposed Routes and Stop Locations

Alternate Scenario Two in Table 5 continues with the existing level of service and includes funds for a new shelter in Fiscal Year 2021-2022 at a cost of \$21,000 per shelter with a 2% annual inflation factor.

Alternate Scenario Three in Table 5 includes adding a third Tram vehicle to serve a new route or to decrease headways on an existing route in 2023 and includes funds for a new shelter in Fiscal Years 2023-2025 at a cost of \$21,000 per shelter with a 2% annual inflation factor.

Walker Consultants completed an in-depth Parking Study and Future Parking Needs Analysis for the City of Stuart in September 2018. The study proposes Tram route modifications based on future development in the City. With future development slated for the properties to the south and east of the downtown, service will be needed to be expand to these areas. Figure 11 shows the new routing proposed by the Walker Parking Study.

The City is currently pursuing a Brightline/Virgin station. City Commissioners have suggested three potential locations: East Coast Lumber, Kiwanis Park and Stypmann Boulevard. All three are slightly southeast of the Martin County Courthouse complex and within 500 feet of each other. East Coast Lumber and Stypmann Boulevard are on the east side of the tracks; Kiwanis Park is on the west. Residential development and the possibility of a



Brightline/Virgin stop in the downtown will create additional need for the Tram. Figure 11 shows the recommended Tram route from the Walker Parking Study.

Signature State St

Figure 11. Proposed Downtown Stuart Tram Route Modifications

Source: Walker Consultants and Google Earth 2018



Table 5. Stuart Downtown Tram Alternative Cost Analysis

ALT#	SCENARIO*	2017**	2018**	2019**	2020	2021	2022	2023	2024	2025
	TOTAL /	TS				.,				
1	MICRO-TRANSIT EXISTING SERVICE LEVEL	\$ 192,676	\$ 181,372	\$ 216,771	\$ 185,456	\$ 189,165	\$ 232,695	\$ 196,745	\$ 241,971	\$ 204,570
2	MICRO-TRANSIT EXISTING SERVICE LEVEL with STOP INFRASTRUCTURE NEW SHELTERS 2021-2022					\$ 211,429	\$ 232,695	\$ 219,455	\$ 241,971	\$ 227,734
3	MICRO-TRANSIT 2023 EXPANDED SERVICE LEVEL with STOP INFRASTRUCTURE NEW SHELTERS 2023-2025							\$ 274,470	\$ 279,959	\$ 238,697
ANNUAL COSTS TO IMPLEMENT ALL ALT	ANNUAL COSTS TO IMPLEMENT ALL ALTERNATIVES			\$ 216,771	\$ 185,456	\$ 211,429	\$ 232,695	\$ 274,470	\$ 279,959	\$ 238,697
POTENTIAL REVENUES BASED ON EXISTING SERVICE, SHELTER IMPROVEMENTS 2021, 2023, 2025 and 2023 EXPANSION OF SERVICE									_	
	REVENUE SOURCES	_								_
	CRA Funding****	\$ 100,000	\$ 100,000	\$ 100,000	\$ 103,500	\$ 107,123	\$ 110,872	\$ 114,752	\$ 118,769	\$ 122,926
	FDOT Service Development Grant	\$ 96,000	\$ 96,000	\$ 90,000	\$ -	\$ -	\$ -	\$ 38,862	\$ 18,994	\$ 17,063
	On vehicles ad - (\$200/4 weeks)*****				\$ 5,200	\$ 5,518	\$ 5,629	\$ 8,612	\$ 8,784	\$ 8,960
	Shelter Ads Existing, 1 New in 2021, 2023, 2025 (\$200/4 Weeks)*****				\$ 2,705	\$ 2,759	\$ 5,573	\$ 5,685	\$ 8,669	\$ 8,843
	Fees for Special Events (\$15/tram/hour)				\$ 4,500	\$ 4,590	\$ 4,682	\$ 4,775	\$ 4,871	\$ 4,968
	FDOT Intermodal Grant					\$ 11,355	\$ -	\$ 11,814	\$ -	\$ 12,291
	Parking Fees (\$1/hour)***				\$ -	\$ 40,000	\$ 50,000	\$ 60,000	\$ 80,000	\$ 80,000
SUBTOTAL POTENTIAL NEW REVENUE		\$ 196,000	\$ 196,000	\$ 190,000	\$ 115,905	\$ 171,345	\$ 176,756	\$ 244,500	\$ 240,087	\$ 255,051
NEEDED FUNDS TO SUPPORT ALL ALTERNATIVES			\$14,628	-\$26,771	-\$69,550	-\$40,084	-\$55,939	-\$29,969	-\$39,872	\$16,354

^{*} All numbers based on 2018 dollars and a 2%/year inflation factor

^{** 2017 - 2019} City of Stuart Budget

^{*** 2018} Parking Study estimated \$80,000 to \$120,000

^{****} Municipal CRA Historic Taxable Value Annual Growth 2002-2018 = 3.5%

^{*****} www.bluemedia.com/bus-advertising



Funding – Existing

CRA Funding

Currently the CRA contributes \$100,000 per year to the Tram's budget. Based on historical data provided by the CRA, the average increase in taxable value 2002-2018 is 3.2%.

Service Development Program Grant

The current FDOT Public Transit Service Development Program grant for the Tram expires at the end of June 2019. A Service Grant is a 3-year grant and "is selectively applied to determine whether a new or innovative technique or measure can be used to improve or expand public transit. Service Development Projects specifically include projects involving the use of new technologies, services, routes, or vehicle frequencies; the purchase of special transportation services, and other such techniques for increasing service to the riding public as are applicable to specific localities and transit user groups. Projects involving the application of new technologies or methods for improving operations, maintenance, and marketing in public transit systems can be funded through the Service Development Program." The full program description can be found in the Appendix F.

This is a competitive grant and FDOT District 4 receives approximately \$1.8 million/year and operating needs receive first priority. The City of Stuart began invoicing on their current grant on October 1, 2016. The grant is for a total of \$275,000 with a 50% match from the City. The City is drawing down on the grant at approximately \$6,000-\$8,000 per month for operating expenses. In addition, one Tram has been purchased and a second Tram is in the process of being purchased with the grant funding.

Future opportunities to apply for this grant are limited for on-going service. However, new marketing technology or methods may be eligible.

Fees for Special Events

The Tram supports many special events in the City of Stuart. Three of the largest ridership days for the Tram are the weekend of the Boat Show produced by All Sports Production. The City has determined that moving forward they will be charging City events that require an event permit \$15/hour per Tram with an hourly minimum of 5 hours. In 2019, the Boat Show intends to stage buses at the Airport and has had initial meetings with the City and Tram staff to initiate, for the first time, an agreement for the Boat Show to pay for Tram service during the event. This is a best practice that can be emulated with other special events. For 2019, the Boat Show will be paying for 2 Trams for each of the 3 days of the Boat Show, starting a half hour before and ending a half hour after the Boat Show hours of Friday 10:00 AM-6:00 PM, Saturday 10:00 AM-6:00 PM, Sunday 10:00 AM-5:00 PM potentially generating \$780.

Funding – Considerations

FDOT Intermodal Funds

The Florida Department of Transportation's Intermodal program provided for under Florida Statute 341.053 supports projects which provide improved access to intermodal or multimodal transportation facilities and

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terminals. Projects funded under this program include rail access to airports and seaports, interchanges and highways which provide access to airports, seaports and other multimodal facilities.

Opportunities to apply for this type of funding could consist of projects to provide linkages between modes such as between the Trams and a bicycle rental kiosk and the Marty. Or if the Brightline/Virgin train were to stop in the downtown, linkages between the train and Tram may be eligible.

Parking Fees

The City concluded an in-depth parking study in September 2018. Walker Consultants completed the Future Parking Needs Analysis for the City of Stuart which took place over ten months. The study made 17 recommendations broken down into an immediate, mid or long-term timeframe.

The study recommends in the mid-term (2-5 years) paid on-street parking in the core downtown areas to replace the time-limited spaces with a system that would generate a parking fund balance. The study estimates a cost of \$8,000-\$10,000 per solar pay station, plus \$5,000-\$10,000 per location for design and setup. There would be no cost justification for a pay by phone platform setup. The study identified SW Osceola between SW St. Lucie Avenue and S. Colorado Avenue as the location to implement

Implementing paid parking in downtown Stuart is a controversial issue with opinions both for and against the idea. If the City moves forward with this approach, these funds could potentially be directed to support the Tram. With implementation of 90-100 spaces at \$1/hour after the startup equipment purchase of \$50,000-\$60,000, the anticipated annual revenue would be \$80,000-\$100,000 per year.

Advertising on Tram and at Shelters

Advertising on the Tram is a potential revenue generator. Other communities have Trams that generate revenue by advertising for businesses on the Tram. The Trams are limited in the available space that could be utilized by marketing materials. Further investigation into the costs and how to provide advertising space on the vehicle through retrofitting would be needed. The use of advertising on the Tram would be one tool in the toolbox, and could supplement other dedicated funding sources. Advertising at Tram shelters is also another potential revenue generator.

Urbanized Area Formula Program Grant Section 5307

The Federal Transit Administration (FTA) Urbanized Area Formula Program Grant (49 U.S.C. Chapter 53, Section 5307) makes Federal resources available to urbanized areas for transit capital and operation assistance and transportation related planning in urbanized areas. Funds are apportioned for the Port St. Lucie Urbanized Area and the allocation is based on a combination of bus revenue vehicle miles, bus passenger miles, population and population density. The allocations to the designated recipients Martin County and St. Lucie County are provided through a split letter.



Recipients of these FTA funds must meet strict federal certification requirements. These requirements include but are not limited to maintenance, procurement, public participation, as well as Nation Transit Database (NTD) monthly annual and safety and security reporting per FTA Circular C 9030.1E.

In September 2018 the Florida Department of Transportation (FDOT) produced a report titled *Trolleys, Shuttles, and Community Buses in South Florida: Providing Transit Service to a Special Segment of the Population*. The report notes that Broward County Transit (BCT) receives FTA 5307 and 5339 funding based on cities' submission of data to NTD. In turn, BCT purchases buses for the cities with the funding, however, some of the cities do not use BCT owned buses, they use buses owned by a contractor. In this case, they receive funding from BCT over a 5-year period for the cost of the vehicle to apply to payments to the contractor. Cutler Bay, in Miami Dade County, pays Miami Dade Transit (MDT) to operate their circular service and this route data is included with other MDT operated routes in the NTD. The report also notes that the main reason many agencies in South Florida do not report to NTD is that the increase in funding is not worth the extra time and effort to dedicate to the data collection and reporting to NTD.

Per FTA Region VI, to qualify for Section 5307 funding, the vehicles need to be Altoona tested, ADA accessible and comply with Buy America. At this time the Tram vehicles have not been tested at the Larson Transportation Institute's Bus Research and Testing Center. The Center is located in Altoona, Pennsylvania and was established in 1989 with funding provided by the Federal Transit Administration. The Center tests buses for maintainability, reliability, safety, performance, structural integrity and durability, fuel/energy economy, noise, and emissions.

Due to the strict federal reporting and compliance required, this opportunity for funding for the Tram would require further discussion and coordination with the County and may not be viable for the City.

Charging a Fare

Charging customers a fare would take away from the appeal of the Tram as a tool to alleviate congestion and provide economic development. At this time this study is in agreement with the City and does not believe this approach would be beneficial to the Tram service or community at large.

Public/Private Partnerships/Privatization

Some of the other communities in Florida have private or public/private Tram services. Stuart has made the investment in the Trams and with that is able to direct the Trams as needed by the City's partners which fosters community and economic development. With other entities running the Trams, the long-term commitment and reliability of the services would need to be contractually enforced.

Currently in Miami-Dade and Monroe Counties, public/private partnerships have been developed between local municipalities and Freebee, a company providing municipalities with an app-based transportation service. Each Freebee partnership is customized to the needs of the municipality. Freebee provides the electric vehicles for on-demand door-to-door service within a specified zone during predetermined hours. The rides are requested through the app and are free. The vehicles are ADA accessible and a dispatch number is available for those that cannot access the app. Municipalities can also approve advertising and branding on the vehicles with the



proceeds split with Freebee. Currently in Coral Gables, Freebee is providing service with five vehicles operating every day, 12 hours per day, at an annual cost of \$486,000. In Pinecrest, Freebee is operating with two vehicles, 60 hours per week (Monday-Friday), and one vehicle for 12 hours (Saturday) at an annual cost of \$196,000.

Emerging Technology

Autonomous Shuttles

Autonomous shuttle technology is evolving. Florida communities are leaders in the nation. In December 2017, the Gainesville City Commission approved City Manager Anthony Lyons to execute a contract with Transdev Services for up to \$2.7 million, which will be entirely funded by the Florida Department of Transportation. The funds would pay for a three-year pilot program for a self-driving Regional Transit Systems shuttle to transport up to 12 people for free through downtown Gainesville at a speed of up to 25 mph.



Gainesville Mobility shuttle

Source: <u>https://www.gainesville.com/news/20180503/self-driving-shuttle-hits-streets</u>

The Hillsborough MPO sponsored an Autonomous Transit Feasibility Study to look at implementing self-driving transit shuttles on the University of South Florida campus. The study stated the next steps would be to fund a 12-month demonstration project with two autonomous campus shuttles at a cost of \$700,000. Potential funding sources they are looking at include FTA Automation Research Funds, foundation grants and FDOT funds.

Other driverless shuttle services that have been or are being tested in the U.S. include the following:

- » Las Vegas: Operated from November 2017 to October 2018 as the "Hop On" pilot project. Partners included the City of Las Vegas, the Regional Transportation Commission of Southern Nevada, AAA, and Keolis North America (the operator). Carried 32,827 riders, operated for 1,515 hours, and served three stops. No fare was charged.
- » Ann Arbor: MCity shuttle has operated on the University of Michigan's North Campus since June 2018. Uses two 11-passenger electric shuttles from NAVYA on one-mile route with two stops. "Safety conductor" on board during pilot project. No fare is charged.



» Austin: Year-long pilot effort was scheduled to commence in 2018. Partners include Capital Metro, the City of Austin, and RATP Dev USA. Vehicles can carry up to 15 people. Vehicles will carry a "customer service attendant." No fare will be charged.



Las Vegas Driverless Shuttle

Source.

https://www.latimes.com/resizer/mZLLbrN3Nhak0aWklvnYnYQa s1o=/415x0/www.trbimg.com/img-5a45ca16/turbine/la-1514523153-7s0q8tk7ci-snap-image



MCity Driverless Shuttle

Source: https://mcity.umich.edu/wp-content/uploads/2018/05/MCityShuttle1810-300x200.jpg



Austin Driverless Shuttle

Source: https://communityimpact.com/wp-content/uploads/2018/06/IMG_1836.jpg

Another concept still under development is the "transit pod" (or ultra-compact electric car) transit service. It typically features small, enclosed vehicles that seat one to two people and would be used for short trips (like those made on e-scooters). The pods could be reserved as in car-sharing programs. Two to three pods could be parked in a single standard parking space, and pods could have three or four wheels. The operating restrictions that apply to the pods would depend on their top speed, weight, and number of wheels.

City of Stuart | Tram Business Plan



Companies currently building or testing transit pods include Lime, Renault (https://www.renault.co.uk/vehicles/new-vehicles/twizy.html), Arcimoto (https://www.arcimoto.com/vehicle/), and Electra Meccanica (https://electrameccanica.com/solo/). Ford experimented with the concept in the 2000s as part of its TH!NK program.



Example Transit Pod Vehicle

Source: https://www.renault.co.uk/vehicles/new-

vehicles/twizy.html



SECTION IV. TRANSPORTATION NETWORK COMPANIES (TNCS)

Existing Conditions

A Transportation Network Company (TNC) is a company that uses an online-enabled platform to connect passengers with drivers using their personal, non-commercial vehicles. Uber and Lyft are the most widely known in Florida.

Lyft

Stuart is part of Lyft's Port St. Lucie coverage area. Lyft drivers must be located in the coverage area in order to receive ride requests. Riders can be dropped off up to 100 miles outside of the coverage area. Lyft's high-end services (Lyft Lux, Lux Black, and Lux Black XL) are available in the Port St. Lucie coverage area.

Lyft provides on its web site general policies and expectations for how drivers are to provide trips. Specific queuing policies have been established for airport and "hot spot" locations. The nearest international airport at which Lyft is available is Palm Beach International Airport, which is approximately 40 miles from Stuart. Walt Disney World is the only designated hot spot in Florida.

Uber

Martin County is at the north end of Uber's Miami & South Florida coverage area. (Port St. Lucie is part of Uber's Central Atlantic Coast, FL, service area.) No "hot spots" are identified in Martin County; the nearest is downtown West Palm Beach. Uber serves Palm Beach International Airport, Ft. Lauderdale International Airport, and Miami International Airport. Specific queuing policies are in effect at the airports; these are specified on Uber's web site.

Most rides can be scheduled between 30 minutes and 30 days in advance. Airport pickups cannot be scheduled in advance. UberPool (shared rides), UberX (standard rides), UberXL (standard rides for large groups), Lux (luxury vehicle rides), and LuxSUV (luxury vehicle rides for large groups) are available in Stuart.

Uber drivers have access, via the Uber driver app, to information showing the areas with the highest demand for trips. These areas might be areas where "surge" pricing is in effect. What this means is that the driver app will almost always tell drivers that their highest revenue potential is in places like downtown West Palm Beach, so that is where drivers will tend to stay. If the driver app were to tell drivers that a given large special event in Stuart is a "hot spot," the availability of drivers in Stuart might spike in conjunction with that event.

TNC Usage Data

TNCs have not tended to share usage data except where local regulations require such reporting (e.g., New York City), though some researchers have established data-sharing partnerships with TNCs. Other researchers have developed usage estimates by downloading driver availability information from TNC apps over a period of time or dispatching research team members to use the TNCs.

In September 2018, however, Ford, Uber, and Lyft announced that they would participate in the SharedStreets initiative (http://sharedstreets.io/). SharedStreets is a platform for sharing transportation data. The TNCs will



contribute speed data and curbside pick-up/drop-off data. Pilot analyses are currently underway; nothing that covers Martin County has been implemented to date.

TNC/TRAM Planning Considerations

The following observations were taken from TCRP Report 195: *Broadening Understanding of Interplay Among Public Transit, Shared Mobility, and Personal Automobiles*:

- » TNCs tend to be most heavily used during evening hours and on weekends. These time periods tend to coincide with the peak hours of entertainment and recreational uses and with special events.
- » The typical length of a TNC trip is 2-4 miles.
- » TNC trips are more likely in downtowns and denser areas.
- » TNCs tend to be used more for occasional trips (like travel to a special event) than for routine trips (like commuting).
- » TNC users have indicated in surveys that they tend to choose TNCs over public transit when transit wait times and transit travel times are long.
- » TNC trips occur in communities of all socioeconomic levels.
- » Designating specific areas for TNC pickups and dropoffs can make transfers between transit and TNCs easier and can keep TNCs from blocking bicycle lanes and loading areas and similar.
- » Designated TNC pickup/dropoff areas with short time restrictions might create a situation in which TNC drivers drive around while waiting for trips, contributing to traffic congestion.

A 2018 study by Schaller Consulting found that 70% of TNC trips in the U.S. in 2017 were concentrated in nine dense metropolitan areas. These areas are Boston, Chicago, Los Angeles, Miami, New York City, Philadelphia, San Francisco, Seattle, and Washington, D.C. The report concluded that TNCs in these areas compete more with public transit, walking, and biking than with driving. In areas where public transit service is not as plentiful, however, TNCs can supplement the transit service that is provided and also increase travel options for disabled travelers. In some areas, TNC trips are subsidized by transit agencies because the subsidy is lower than the cost of the transit agency providing the trip.

TNC Utilization Potential

TNC usage data for areas comparable to Stuart in demographics are not currently available. Two methods have been used to estimate potential TNC usage in Stuart.

Method 1

From a 2018 Washington Metropolitan Area Transit Authority study, daily TNC trips per capita from the largest metropolitan areas in the U.S. range from 0.07 to 0.28 (with an average of 0.17). Stuart is not as dense as the U.S.'s largest metropolitan areas, so, if the lowest rate (0.07) is applied to the 2010 Census-reported population of Stuart (15,593), it results in an estimated 1,156 daily TNC trips in Stuart. If TNCs are used primarily to travel to and from entertainment, recreation, and special events in Stuart, the estimate could be considered a conservative estimate of potential TNC trips associated with a large special event in Stuart. The estimate could also be expressed as 578 daily TNC riders, if each rider is assumed to make trips to and from the large special event.



Method 2

A 2018 report by Schaller Consulting derived annual TNC trips per person for four categories of metropolitan area sizes. These rates are shown in the figure below. Stuart (and Martin County) fall within the "Rest of U.S." category. If that category's "Rest of metro area" rate of 1 annual TNC trip per person is applied to the 2010 Census-reported population of Stuart (15,593), the result is 15,593 annual TNC trips, or 44 TNC trips per day on average.

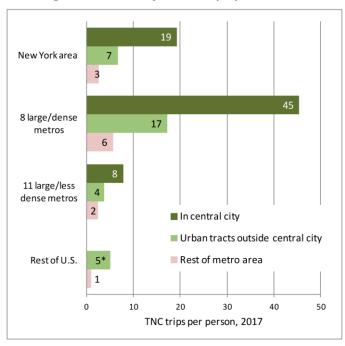


Figure 12. Rate of TNCs Trips per Person

TNC Annual Trip Rates

Source: Schaller Consulting. The New Automobility: Lyft, Uber and the Future of American Cities. Brooklyn, New York, July 25, 2018.

Designated Rideshare Parking

The Walker Parking Study recommends repurposing a few of the parallel parking spaces in the downtown core for passenger pickup and passenger drop off spaces. The City is currently working with established ride-share providers like Uber and Lyft to consider designated ride hail pick-up and drop-off areas within Stuart. The City is considering a location near the Tram stop at Haney Circle, which is at the intersection of S. Colorado Avenue and SE Osceola Street in the Stuart Downtown Area in front of Duffy's Sport Grill Restaurant. The City will be considering other spots in the future.

^{*} In Rest of U.S., the 5 trips per person is for all urban-density census tracts (over 4,000 persons per square mile) and the 1 trip per person figure is for all suburban/rural tracts.



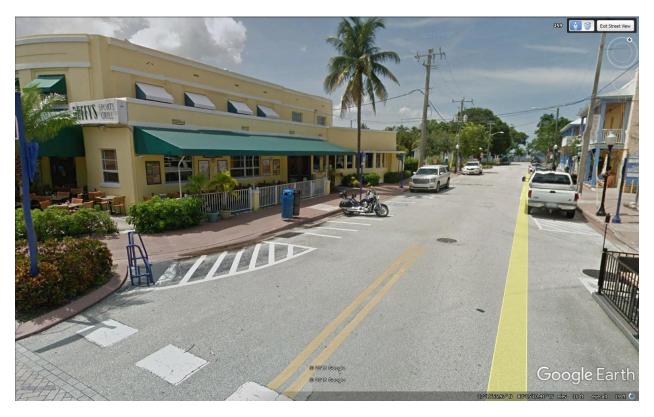


Figure 13. The City's proposed signage for the designated space





SECTION V. INFRASTRUCTURE

Infrastructure

Providing a designated bus stop boarding and alighting (B&A) area benefits all transit users, especially mobility aid (wheelchair and scooter) users, who will have less difficulty boarding and alighting when there is a firm, stable, and slip-resistant area to operate their mobility aid. *FDOT's Accessing Transit: Design Handbook for Florida Bus Passenger Facilities* states that the minimum requirements for a bus stop on a state roadway are a bus stop sign and B&A area that provides a well-drained, non-slippery surface with adequate space for passenger movement on and off buses. While not required, an area the length of the bus for transit purposes provides a comfortable waiting, alighting, and boarding area for both front and rear doors and improves the transit agency's presence and access to transit vehicles. A transit agency should consider providing concrete B&A areas at bus stops if there are water drainage issues or the stop is regularly used by patrons using mobility aids. Although these standards are for larger transit systems on state roadways, the provisions were developed to benefit the ridership and provide guidance on existing standards. The Public Right-of-Way Accessibility Guidelines (PROWAG) provide additional guidance in Section R308 Transit Stops and Transit Shelters.

The following photos are of the current stops. The stops range from a sheltered bench with garbage can, bicycle rack, and Tram information and signage (Sailfish Parking Lot) to a Tram sign with the phone number (6th Street). The locations may also limit the space and amenities. The opportunity to incorporate advertising into the shelter by providing a side wall would be one avenue to generate additional advertising space.



Martin County Courthouse



Martin County Schoolboard





Marty Stop

Martin Medical Center



Martin Surgery Center



509 Building



Weissman Cancer Center



Haney Circle





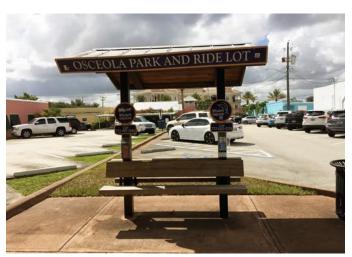
Sailfish Parking Lot



Flagler Park



City Hall



Osceola Park-n-Ride



Kiwanis Park



6th Street





Kindred Street Stop (on-call)

Climate Change and Sea Level Rise

The impacts of sea level rise and climate change have already affected communities across the nation, Florida in particular. Climate change is expected to bring frequent and more intense weather, precipitation, flooding and storm events to the region. These conditions are expected to damage infrastructure, ecosystems and social systems. Transportation infrastructure is particularly vulnerable to sea level rise and climate change.

In planning for the future of the Tram, it is important to take these weather extremes into account and plan accordingly. Using the Southeast Florida Climate Change Regional Compact as a guide, the region can expect to see the following sea level rise scenarios in the coming decades:

- » By 2030, 6 to 10 inches
- » By 2060, 14 to 34 inches
- » By 2100, 31 to 81 inches

As the *Unified Sea Level Rise Projection* suggests, the 2030 predication should be used in designing low risk projects that are easily replaceable with short design lives. The 2060 projection should be used in projects within a short-term planning horizon; and 2100 predictions should be applied for high risk projects, to be built after 2060, that are not easily replaceable or removable and have a long design life (more than 50 years) or critically interdependent with other services and/or infrastructure.

With this in mind, it is recommended that the City consider investing in infrastructure and equipment that can withstand extreme heat, precipitation and storms with the 2060 projection in mind. Mitigation and adaptation to the future effects of climate change and sea level rise can save the City hundreds, if not thousands of dollars in the future and position the City to be responsive to the changes associated with climate change and sea level rise.



SECTION VI. OPPORTUNITIES

Opportunities Identified

Throughout the development of the Business Plan, residents, tourists and staff provided the Team with suggestions and ideas to consider. Many documents were also reviewed that provided input for further review. These are listed below and will require further investigation as the City continues to uphold the vision of the Tram system in the City.

- » The Walker Parking study recommends a special event traffic maintenance plan to direct motorists to preferred parking locations. This would be an excellent opportunity to coordinate signage and information with the Tram.
- » Robust marketing plan.
- » Research benefits and charging capabilities of new batteries.
- » Regular coordination with Marty staff.
- » Potential to collect additional data on Marty riders alighting at the Marty stop at US 1 and Johnson Ave. to determine if the Stuart Tram can facilitate the riders' last mile connection.
- » City staff expressed an interest in autonomous shuttle opportunities.
- » Look into opportunities to pilot new technologies.
- » Develop performance measures.
- » Investigate Tram retrofits needed to support advertising space on the vehicle.
- » Add information to Tram voicemail.
- » Evaluate ridership at regular intervals.
- » Prepare a City of Stuart Bicycle and Pedestrian Plan to evaluate how people move about the City and to look at improvements to encourage complete streets.
- » Evaluate expanding the route to serve the residential areas around the downtown.
- » Evaluate the need for transit service between the downtown and the beach.
- » Shelter improvements.
- » ADA accessibility.







Literature Review

Walker Parking Study

Walker Consultants completed a Future Parking Needs Analysis for the City of Stuart which was concluded in September 2018 and took place over ten months.

The final report includes an Executive Summary of the final strategic recommendations. The report also consists of 5 sections (reports/work authorizations). These are: 1) City Commissioner Interviews, 2) Identifying and Establishing the Baseline Parking Inventory, 3) Parking Utilization Observation Report, 4) Community Stakeholder Meetings and 5) Parking Demand Projection and Parking Structure Conceptual Design.

The Executive Summary is a Table of 17 recommendations, intent, justification, cost and term (immediate, mid and long).

The first recommendation is a redesign of the downtown Stuart Tram routes, immediate 12-month term:

Intent: Redesign of the downtown Stuart Tram service to discourage the use of the Tram for on-demand service requests, as well as restrict times for the use of historic downtown sightseeing tours. The Tram should have a fixed route schedule to provide last mile connections from remote parking within the study area.

Justification: Development of an east/west route and a north/south route using designated areas at Haney Circle for pick up and drop off as well as route transfers. Add Tram shelters as necessary to enhance ridership experience from remote locations.

Cost: Costs associated with an evaluation of operational hours and number of cars required to provide fixed route services during peak hours of operation. Use of the existing Haney Circle Tram stop will continue to provide an ideal micro-transit hub for passenger pick up and drop offs. Additional shelters \$1,200 each (8 shelters = \$9,600)

The second recommendation is curbside management, immediate 12-month term:

Intent: Repurpose a few of the parallel parking spaces in the downtown core for passenger pickup and passenger drop off spaces. Ideally, spaces located at SW St. Lucie Avenue and SE Osceola (east of Haney Circle) would provide convenient access for ride-hailing services such as Uber and Lyft to pick up and drop off passengers.

Justification: Creating greater curbside access will greatly improve the downtown visitor experience and ultimately enable more visitors to access downtown without more vehicles.

Cost: \$1,000-\$2,000 per space for design, marketing and implementation costs

The study also recommends in the mid-term, 2-5 years, paid on-street parking in the core downtown areas to replace the time-limited spaces with a system that would generate a parking fund balance for potential use in the development of City-funded parking structure. The estimated cost would be \$8,000-\$10,000 per solar pay station, plus \$5,000-\$10,000 per location for environment design and setup. No cost justification for pay by phone platform setup. (SW Osceola between SW St. Lucie Avenue and S. Colorado Avenue)



Some examples of other recommendations include bicycle parking, valet parking, and a residential parking program.

The sections of the report included:

1) City Commissioner Interviews

These took place in December 2017. All of the Commissioners believe the Tram should be enhanced with greater coverage and promotion through the mobile app. Commissioners expressed interest in understanding the ridership breakdown by user group. Walker noted the need for public/private partnership opportunities for resident and visitor mobility options.

2) Identifying and Establishing the Baseline Parking Inventory

This section of the report is a comprehensive review of the public and private inventory spaces. The study boundary was expanded from the 2010 Downtown Parking Master Plan. The area was divided into zones due to the size and layout of the area. In total, the study project an inventory of approximately 289 off-street municipal parking spaces, 1,352 on-street parking spaces and 4,016 off-street principal-use parking spaces for commercial, office, retail, government and medical practice needs. The consultants believe many of these principal-use parking spaces may be potentially shared for public parking consumption after business hours, on holidays, and on weekends.

The study notes in zone 1, the 21 municipal off-street parking spaces at the Osceola Park and Ride Lot. Parking is restricted to a 3-hour time limit regulation. The study notes in zone 3, the 67 off-street municipal parking spaces at the Sailfish Circle Park and Ride Lot, parking is not restricted to time limit regulations. The study notes in zone 6 the 82 off-street municipal parking spaces at the Kiwanis Park and Ride Lot. This parking is not restricted by time-limits while overnight parking is not permitted.

The study also noted approximately 222 structured parking spaces at the Royal Palm Financial Center that could potentially be used for public parking consumption after business hours and on weekends.

3) Parking Utilization Observation Report

This is the largest section of the report and includes 17 chapters, looking at the 6 zones and making observations midday weekday, peak evening, and midday weekend and includes detailed maps. The 12 conclusions and recommendations note the need to address the management of several target areas to alleviate perceived demand by time of day and day of week. These include support for a special event traffic maintenance plan to direct motorists to preferred parking locations.

4) Community Stakeholder Meetings

This section of the report is a summary of the strategic recommendations to assist with evaluating the various elements associated with the future parking needs of the City.



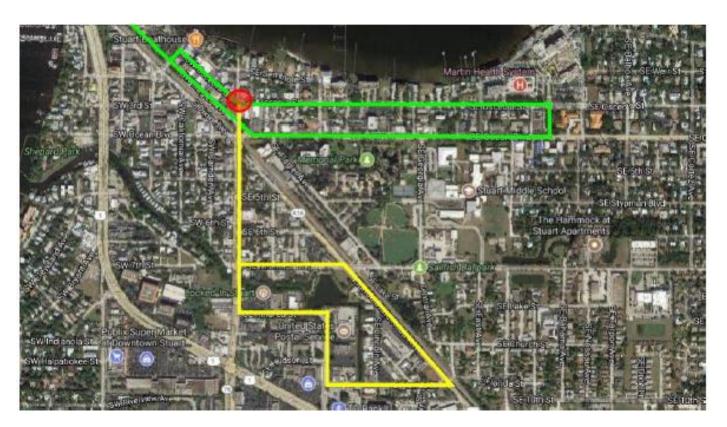
In order to achieve the allocation of long-term visitor parking and employee parking at the perimeter of the downtown, the report recommends a modification of the Tram service routes (see graphic below) with a predetermined route schedule with realistic route headways and reliable service times, as well as a review of Tram schedule hours to adequately serve employee parking needs.

East/West Tram Route

The east/west route would originate at Haney Circle and proceed east along SE Osceola Street towards the Martin Health System. Using SE Amerigo Avenue as the eastern boundary, the route would then proceed west along SE Ocean Boulevard to Confusion Corner, before heading north along SW Flagler to the western boundary of Flagler Park. The return loop would require the service to proceed east on SW Flagler to Sailfish Circle and SW St. Lucie Avenue, before traveling east along SW Osceola Street to Haney Circle.

North/South Tram Route

The north/south Tram route would originate at Haney Circle and proceed south along South Colorado Avenue to SE Kindred Street. Turning east on SE Kindred and proceeding to SE Johnson Street the route would eventually turn east on East Florida Street and proceed to SE Dixie Highway. The return route to Haney Circle would require a left turn onto SE Martin Luther King Jr. Boulevard and a right turn onto South Colorado Avenue to the Kiwanis Park parking lot before crossing through Confusion Corner to the terminus at Haney Circle. The following exhibit has been provided to show a visual of the two proposed routes. The east/west route is shown in green and the north/south route is shown in yellow. Both routes intersect at the Haney Circle location shown in red.





The study also recommends repurposing a few of the parallel parking spaces in the downtown core for passenger pickup and passenger drop off spaces, specifically, the spaces at Haney Circle and St. Lucie Avenue. Also recommended is reaching out to ride-hailing service providers to recognize this designated pick up and drop off area within the GPS-based mobile app.

5) Parking Demand Projection and Parking Structure Conceptual Design

The portion of the report looks at potential future parking demand based on future development of the City Hall site and the Sailfish Ballpark site. Also included is a conceptual design for a parking garage at the Sailfish surface parking lot and the County surface parking lot.

City of Stuart Comprehensive Plan

The City of Stuart Comprehensive Plan (amended October 2017) is a long-range planning document includes goals, objectives, policies, and data pertaining to the following chapters:

- I. Future Land Use Element
- II. Transportation Element
- III. Housing Element
- IV. Infrastructure Element
- V. Conservation Element
- VI. Recreation and Open Space Element
- VII. Intergovernmental Coordination Element
- VIII. Capital Improvements Element and Concurrency Management System
- IX. Coastal Element
- X. Public School Facilities Element
- XI. Economic Development Element

While the Comprehensive Plan does not directly refer to the Downtown Tram, it does include references to trolley and shuttle service, and many of the goals, objectives, and policies (GOPs) included in the Plan are relevant to the goals and impacts of services such as the Downtown Tram. Relevant GOPs are identified in the table below. Tram expansion and investment decision-making should occur in the context of these GOPs.

Element	GOP	Relevance
Future Land Use	Goal Statement A	Iterates the city's desire to maintain high quality of life, small-town character, and hub status. The Downtown Tram contributes to all three states; it helps create a "sense of place."
Future Land Use	Policy A8.1	Promotes [within the CRA] a pedestrian-oriented land use pattern that supports infill and transit-oriented development and discourages large parking areas. The Downtown Tram supports use of remote parking lots and promotes a transit culture.
Future Land Use	Goal Statement C	States that the purpose of the CRA is to "maintain and strengthen the beauty, economic viability, cultural resources and social importance of the area." The Downtown Tram supports economic vitality, cultural attractions, and social events by providing access to and circulation for downtown Stuart activities.



Future Land Use	Objective C1	Requires the City to provide for CRA parking, locate parking lots where they do not dominate the area, and encourage car-less travel. The Downtown Tram supports use of remote parking lots and promotes a transit culture.
Future Land Use	Objective C3	Identifies pedestrian mobility as a tool for revitalizing the CRA and promoting waterfront access and acknowledges ferries and water taxis as potential transportation modes. The Downtown Tram complements pedestrian mobility by extending pedestrians' ability to reach destinations within the CRA. The Downtown Tram provides an additional mode of access and circulation along the waterfront.
Future Land Use	Policy F1.4	Discourages construction of large parking lots in favor of smaller, scattered parking lots. The Downtown Tram supports use of remote parking lots.
Transportation	Goal Statement A	Requires a transportation system (including non-auto modes) that is safe and efficient and provides "optimum access" to major activity centers. The Downtown Tram provides access to a major activity center and could be expanded to serve additional major activity centers. It provides connections to other transit services.
Transportation	Objective 6	States that the City will pursue grant funding to support multimodal transportation and development of downtown Stuart as a transportation hub. The Downtown Tram provides for access to and circulation within downtown Stuart. It provides connections to other transit services.
Transportation	Objective 7	Describes options for and commitments to funding multimodal transportation [in the CRA]. <i>The Downtown Tram currently relies on FDOT funding</i> .
Transportation	Objective 10	Requires the City to encourage multimodal transportation and development of downtown Stuart as a hub. <i>The Downtown Tram provides for access to and circulation within downtown Stuart. It provides connections to other transit services.</i>
Transportation	Objective 16	Requires the City to prepare a master parking plan. The Downtown Tram supports use of remote parking lots as well as circulation within downtown Stuart. Thus, it is a component of a parking plan.
Housing	Goal Statement C	States that the East Stuart overlay is intended to promote affordable housing and economic development in East Stuart by means such as creation of an accessible and connected neighborhood. A service like the Downtown Tram would improve accessibility to and connectivity within East Stuart.
Conservation	Policy A7.1	Requires consideration of low-emission transportation modes in plan development and project reviews. <i>The Downtown Tram fleet is almost entirely electric vehicles.</i>
Recreation and Open Space	Objective A2	Requires the City to promote public transportation access to recreational sites. The Downtown Tram currently serves recreational sites; expanded Tram service could serve additional recreational sites.
Intergovernmental Coordination	Policy A2.6	Requires the City to coordinate with Martin County, St. Lucie County, and nearby cities to encourage development of transit services. <i>The Downtown Tram currently provides connections to other transit services.</i>
Capital Improvements Element	Goal Statement A	Iterates the City's desire to maintain and enhance the city's quality of life, aesthetics, small-town waterfront character, stable neighborhoods, and Martin County hub status. The Downtown Tram contributes to all five states; it helps create a "sense of place."



Economic	Policy A1.7	Directs the City to coordinate investments in transportation and other
Development		infrastructure/facilities with economic development opportunities, to
		encourage multimodal transportation, and to promote tourism. <i>The</i>
		Downtown Tram promotes access to attractions, events, and jobs.

The Future Land Use Map (FLUM) indicates that the portion of the CRA in downtown Stuart mostly comprises land categorized as Downtown Redevelopment, East Stuart (a land use category as well as a community), and Public. It also includes a moderate number of tracts designated as Recreation and a small number of tracts designated as Office/Residential, Multi-Family Residential, and Low-Density Residential. The portion of the CRA north of the St. Lucie River is mostly Downtown Redevelopment with a moderate amount of Neighborhood/Special District tracts and a small amount of Conservation, Commercial, and Marine/Industrial tracts. The land uses allowed within these land use categories are summarized in the table below. Tracts within the CRA are typically allowed to develop at higher intensities than tracts located outside the CRA.

Future Land Use	Allowed Uses
Category	
Commercial	Retail sales, service establishments, businesses, offices, shopping centers, financial institutions, restaurants, entertainment, temporary lodging such as hotels and motels, limited multi-family residential, limited indoor industrial uses, mixed-use projects, public facilities, and electrical substations
Conservation	Passive recreation and non-conflicting public facilities and utilities
Downtown	Low-density residential, multi-family residential, office, commercial, recreation, lodging, public
Redevelopment	facilities, conservation, mixed-use projects, and electrical substations
East Stuart	Low-density residential, multi-family residential, office, commercial, recreation, mixed-use, public facilities, and electrical substations
Low-Density	Residential development and congregate living facilities with 1-2 dwelling units per building, as
Residential	well as public facilities, churches, day care centers, schools, and electrical substations
Marine/Industrial	Industrial/marine uses, multi-family residential, commercial, office, lodging, marinas, civic, mixed-use, public facilities, and utilities
Multi-Family	Residential development with 1-3+ dwelling units per building, as well as public facilities,
Residential	churches, day care centers, schools, electrical substations, communications towers, and limited commercial uses
Neighborhood/ Special District	Mixed-use residential, commercial, and recreation, as well as public facilities and electrical substations
Office/Residential	Offices, residential (mixed-use), commercial, public facilities, and electrical substations
Public	Schools; government offices; recreation; communications towers; utilities; historic structures; City-sponsored economic development and redevelopment projects; vending/entertainment uses that support parks, plazas, community centers, and festivals/events; all uses permitted under Recreation and Conservation; and electrical substations
Recreation	Land and facilities for active and passive recreation, including parks, golf courses, spectator sport facilities, open space, vending/entertainment uses that support the primary recreational use, communications towers, all uses permitted under Conservation and Public, and electrical substations

The Public School Facilities Element provides demographic information that is relevant to the Downtown Tram market. The table below reports population trend data and forecasts from the Element.



Year	Stuart Urban Planning Area
2005	18,661
2006	18,875
2007	19,189
2008	19,692
2009	20,334
2010	21,104
2015	23,218
2020	24,332
2025	25,495
% Increase 2005-2025	36.6%

The Public School Facilities Element also states that the median age of the population of Martin County and the City of Stuart is older than the statewide median age. Small increases in minority populations in the County have been occurring since 2000.

2040 Long Range Transportation Plan (LRTP)

Examining several Master Plans and initiatives throughout the Federal, State and Local level, the LRTP reviews existing conditions throughout the County's Transportation network and influences projects included in the 5-year Transportation Improvement Plan (TIP). Examining how the transportation system will evolve over the next 25 years, the MPO set a vision for multimodal transit in Martin County, meant to be a blueprint for coordinated transportation investments. Emphasizing the inclusion of projects that will improve the existing system, the LRTP considers other multimodal improvement opportunities.

The four Goals of the LRTP include:

- 1. An efficient multimodal transportation system that supports the local economy and maintains the quality of life.
- 2. A safe multimodal transportation system.
- 3. Protect the existing transportation system and the natural environment, minimizing adverse community impacts.
- 4. A transportation system that addresses the needs and concerns of the public.

Public engagement forums found that participants strongly favored improvements to bicycle and pedestrian facilities in Martin County which in turn support transit. Data analysis provided shows the County to see a 30% increase in population and a 24% increase in employment by 2040, with medium population growth expected for the City of Stuart and medium to high employment growth in Downtown Stuart. Transit is expected to increase at a rate of 3% each year for the next 10 years and a large percentage of the population (46%) are transit dependent.

The U.S. 1 Level of Service (LOS) was found deficient, especially at the U.S. 1/Dixie Highway section. It is important to note that a corridor retrofit is in the planning phase for U.S. 1 for the length of the County. Furthermore,



sidewalks are planned along SE Dixie Highway beginning South of Florida Street to North of SE 5th Street, along with bike paths along Dixie and Federal Highways, and a shared use path along Dixie Highway. Transit projects include bus stop improvements, bus acquisition and route re-alignment for the Stuart Route. The Downtown Tram is identified within the Transit Needs portion of the plan with acknowledgement of expansion of the Tram to Johnson Avenue, Martin Memorial Hospital and major employment areas, along with the need to increase the frequency of the Stuart Route which is included in TDP 2014-2023.

One other important project to note is the 3,000-mile East Coast Greenway planned along Dixie Highway, a priority trail which is part of a larger network of trails, identified in the Florida Greenways and Trails System.

Martin County Transit Development Plan (2014-2023)

The Martin County Transit Development (TDP) is a strategic blueprint for public transportation for Martin County through 2023. An extension of the LRTP, the County's TDP covers technical findings, public preferred improvements, future scenarios and a financial analysis. The vision of the TDP is "To enhance the overall quality of life of Martin County residents and workers by proving safe, accessible, reliable, interconnected, and attractive public transportation system that is effective and efficient in meeting their mobility and accessibility needs."

The US 1 Corridor Retrofit project mentioned in the above LRTP is described as a proposed project that would run the length of Martin and St. Lucie counties and include high capacity transit improvements and transit-oriented redevelopment along US 1 which are intended to provide mobility and connectivity throughout the region.

The plan includes 5 goals and 24 objectives. The goals included in the plan are as follows:

- 1. Transit Service Quality Control
- 2. Transit Service Efficiency and Effectiveness
- 3. Transit Ridership
- 4. Branding, Marketing and Public Awareness
- 5. Intergovernmental Coordination

Some future investments that could affect the study area include:

- » Bus stop improvements
- » Marketing Plan and Branding
- » Increased frequency on Stuart route (80-minute headway)
- » Bus equipment upgrade (AVL, APC, E-reader, WIFI)
- » Hub and Spoke System which includes two new routes to Palm City and Hutchinson Island
- » A future Amtrak station in Stuart

Without future investments into public transportation and new funding sources, the status quo is most likely to be implemented with some capital improvements, such as the first two bullet points above. At the current model with existing funding streams from State and Federal programs, the MCPT will experience operating and capital budget deficits.



FDOT Service Development Grant

In July 2015, the CRA prepared an FDOT service development grant proposal to seek funding for expanded Tram service. The proposal requests funding for the purchase of two electric Trams to serve new Tram stops, provide additional connections, and increase Tram frequency. The proposal describes the purposes of the Tram system, the history of the Tram system, how the Tram has been operated up to July 2015, how the Tram is to operate if the service is expanded, how Tram service has been improved and expanded since 2006, how Tram service is incorporated in planning documents such as the Downtown Master Parking Plan, how the CRA promotes the Tram system, and how Tram expansion is consistent with the goals of FDOT's service development program.

The proposal identifies the following specific needs to be addressed by Tram expansion:

- » Improving the service's dependability and predictability (through increased frequency and use of technologies such as real-time vehicle tracking)
- » Enhancing connections to the County transit system
- » Serving new stops in downtown Stuart and surrounding areas (including underserved areas and areas containing large employers) so as to improve the accessibility of the service

The expansion budget includes new Trams, operating costs, maintenance costs, and acquisition of automated vehicle location technology. The proposal indicates that ridership reports will be used to monitor the impacts of Tram expansion.

CRA Amended Plan

The CRA Plan was amended in September and October 2017. It is a long-range vision, strategic plan, and financial plan for operation and enhancement of the CRA. The goals of the Plan include the following:

- » Identify available development opportunities.
- » Facilitate economic development and revitalization.
- » Facilitate building forms that complement the city's "small town" feel.
- » Create attractive pedestrian- and bicycle-friendly streets that strongly link neighborhoods.
- » Promote a mix of uses throughout the CRA, especially street-level commercial uses.
- » Coordinate the design and development of Complete Streets with parking in discreet locations. Promote and support transit options.
- » Use outreach and marketing to improve the public's understanding of the CRA and the community.

The CRA vision is to "preserve, unify and enhance the historic character of the City of Stuart CRA while encouraging economic growth and redevelopment." Key observations and findings in the Plan are the following:

- » The Plan notes that "major" redevelopment projects in the CRA are not anticipated to have adverse impacts on traffic circulation in residential portions of the CRA. New development since 2000 has primarily been office, retail, and residential development. There are underdeveloped properties in the CRA. Market conditions suggest there is demand for new multi-family residential development. The rental market is "solid."
- » The main hubs in and near the CRA are:



- Northpoint (marine uses)
- The hospital
- The courthouse
- The historic downtown
- The commercial and retail uses along US 1
- Potsdam (light industrial uses)
- Colorado Avenue (arts and commercial/retail uses)
- » Through 2012, the most common type of household in Stuart was a one-person female household, followed by couples with no children.
- » The 2009 parking study indicated parking supply deficits in the long term, as downtown development occurs. The study recommended that new parking be provided in strategic locations, well-managed, and not adversely impact the pedestrian environment. The 2017 Future Parking Needs analysis was in progress at the time the Plan was updated.
- » The redevelopment projects included in the Plan include a new parking garage and new on-street parking; relocation of City Hall; acquisition/consolidation of specific properties; street vacations, reconfigurations, and improvements; sidewalk and streetscape improvements; implementation of a gateway; improved street connectivity; and traffic calming.
- » The Tram is identified as one of the CRA's accomplishments. The Tram in consistent with the objectives of the CRA Urban Core Improvement Initiative (namely strengthening the connection between parking downtown destinations).
- » The Plan discusses funding sources and mechanisms available to the CRA.

CRA Annual Report

The 2016 City of Stuart CRA Annual Report provides the following:

- » A summary of CRA financials (including Tram vehicle and shelter expenditures)
- » A summary of Tram accomplishments
 - Annual ridership of 45,000
 - Acquisition of two new Trams
 - Implementation of a new Tram route
 - Receipt of a \$220,000 FDOT grant
 - July 2016 reorganization of the Tram program under the Public Works department
- » Status of street improvement and revitalization projects
- » Status of CRA expansion

Bicycle, Pedestrian and Trails Master Plan

The document examines the existing bicycling and pedestrian environment throughout Martin County, making recommendations for an improved bicycle and pedestrian facilities. The documents goal it is to establish a multimodal transportation system that will expand transportation options and improve quality of life for residents throughout the County.

Highlights include:

City of Stuart | Tram Business Plan



- » Less than ½ of a percent of the County's population use Public Transportation at 0.3%.
- » Less than ½ of a percent of the County's population use the Bus or Trolley Bus 0.1%.
- » The above figures are less than the Florida average of 2.1% for Public Transportation and 1.9% for Bus or Trolley.
- » Many tracts within Downtown Stuart show more than 40% of the population without a vehicle.
- » Marty Routes 1 and 3 run through Downtown Stuart.
- » Population Density for the County is located mostly in Downtown Stuart. Large portions of the County is rural, with less than 1 person per acre.
- » Median Household Income within the Downtown area is less than \$60,000.
- » Downtown Stuart shows areas were the percentage of Minorities is more than 10% within several block groups.
- » Car-Centric Development impedes multi-modal transit development within the County.

Several maps provide for existing facilities related to bike, pedestrian and traffic, along with maps showing proposed improvements within the study area. One particular map of interest is the *Household with One Vehicle* or Less by Block Group Map which show several tracts within the Downtown Stuart area where more than 20% of the households are without a vehicle.

The plan highlights other regional and/or local plans related to Transportation and Growth Management, including the State's Transportation Plan. Furthermore, the plan identifies several design strategies that are applicable to all transit related development, strategies include:

- » Designing Walkable Urban Thoroughfares: A Context Sensitive Approach
- » Project for Public Space (PPS)
- » NACTO Urban Bikeway Design Guide and Urban Street Design Guide
- » FHWA Incorporating On-Road Bicycle Networks into Resurfacing Projects, March 2016
- » National Complete Streets Coalition (NCSC)

Goals 1 and 3 of the Master Plan encourage connectivity, walkability, livability and an improved non-motorized network for the County, which can be applied to transit. More Specifically Objective 3-b "Build projects that connect bicycle and pedestrian facilities to transit service," support initiatives and investments into transit. The recommendations of the plan include connectivity, mobility and safety improvements throughout the County, including several improvements within Downtown Stuart and a top 10 list for recommended projects. Improvements include midblock crosswalks, a pedestrian bridge, bike box, bike lanes, shared lanes and trail loops.







Stuart Tram MPO Board 12.10.18

City of Stuart Tram/ Transportation Network Company Business Plan

MPO Board Meeting

December 10, 2018





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- 1 Overview of Scope and Schedule
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Scope of Project

- Evaluate the current downtown tram system
- Build a 5-year business plan
 - Coordination
 - Best Practices/ Literature Review
 - · Public Outreach
 - · Tram Service Analysis
 - · Financial Planning



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a Review all relevant City Documentation b Perform research on Internet and through Transportation Trade publications for 5 best practices. c Contact up to 5 agencies/limitoro transit/transportation Network Companies (TNCs)						
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5.0 Financial Planning						
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Source: City of Stuart Public Works Department



Vehicles

UNIT #	VEHICLE DESCIPTION	PASSENGER CAPACITY	WHEELCHAIR RAMP	OPERATING SYSTEM	OPERATING VOLTAGE	MILEAGE/ HRS	VEHICLE	EXPECTED REMAINING YEARS*
MTS1	2007 Club Car	10	Yes	Gas	N/A	12,204 hours	Good	1
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MTS4	2016 Moto Electric	11	Yes	Electric	72v	33,947 miles	Good	8
MTS5	2016 Moto Electric	11	Yes	Electric	72v	32,222 miles	Good	8
MTS6	2017 Moto Electric	23	No	Electric	72v	9,590 miles	Good	9
Trailer		10						

Expected Vehicle Lifespan: 10 Years*







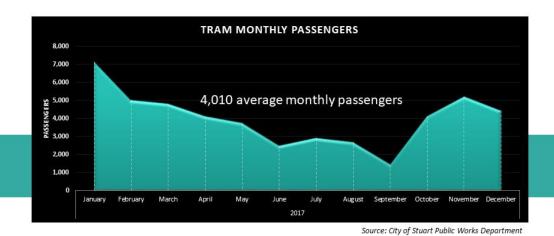












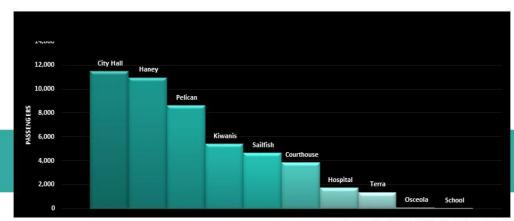


2016-2018 Annual Ridership





2017 Passengers Per Stop



Source: City of Stuart Public Works Department



2017 Ridership

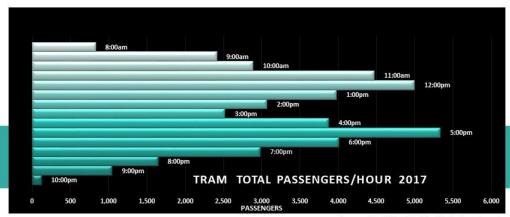


Source: Martin County and City of Stuart Public Works Department





2017 Passengers Per Hour

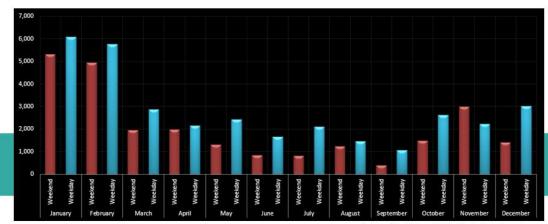


Source: City of Stuart Public Works Department



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2017 Weekday/Weekend Passengers



Source: City of Stuart Public Works Department



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Top 10 ridership days in 2017

DATE/EVENT	TOTAL DAY
Sunday, January 15, 2017 Boat Show	1,364
Friday, January 13, 2017 Boat Show	1,299
Saturday, January 14, 2017 Boat Show	1,251
Saturday, November 4, 2017 Air Show	1,112
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Total	8,758



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Tram Budget

	2017	2018	2019
Personal Services	\$136,882	\$150,279	\$150,964
Operating Expenses	\$10,864	\$31,093	\$29,805
Capital Outlay	\$29,943	\$0	\$35,000
Total	\$177,689	\$181,372	\$215,769

Source: City of Stuart Public Works Department

2017 In Review

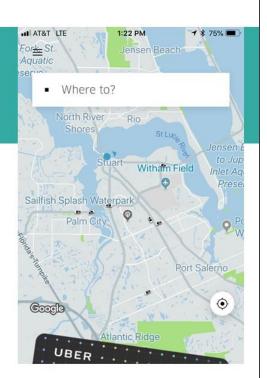
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Total Passengers/Year	48,120
Operating Expense/Hour	\$33.43
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Transportation Network Companies (TNCs)

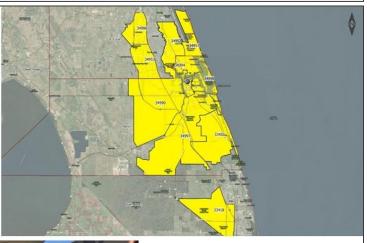
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- · Site observations suggest low TNC usage in downtown Stuart
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Surveys

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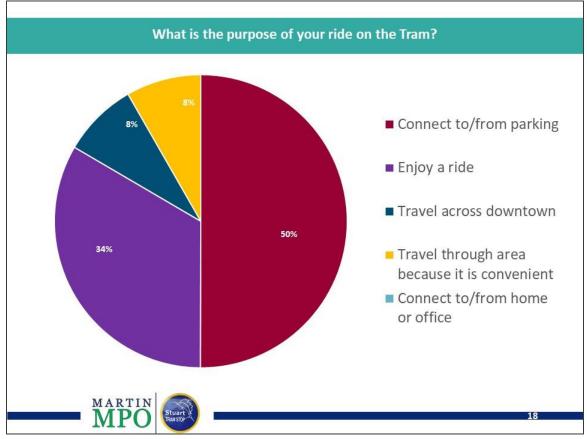
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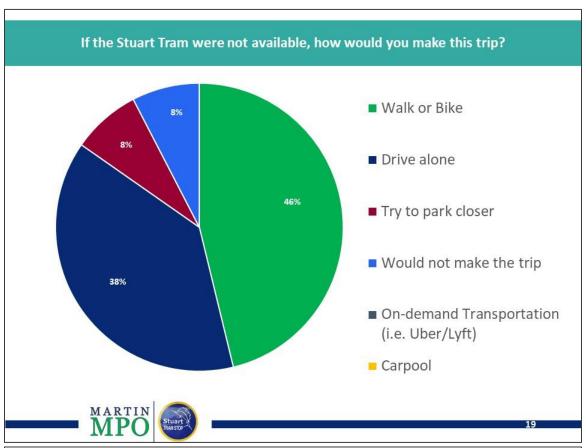


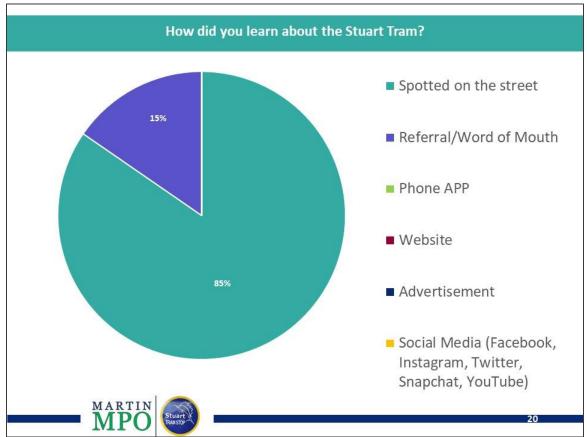






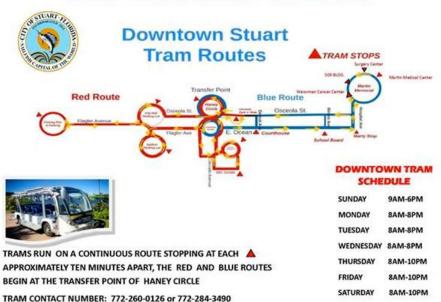














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Opportunities & Challenges

Routes

- New routes/scheduling
- Crossing state roadways

Funding

- Event fees (Boatshow, etc.)
- Advertising on Trams
- · Parking fees
- Privatization

Marketing





Similar Services

COMPANY	CITY	PUBLIC/PRIVATE
The Swoop Ride	Miami Beach	Private
Round the Town	Boca Raton	Private
Freebee	Miami-Dade	Private
The Free Ride	Multiple	Private
Jonny's Original Free Ride	Siesta Key	Private
Downtowner	Multiple	Private
Wilton Drive Shuttle*	Wilton Manors	Public



^{*}Limited hours of operation









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Next steps

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Stuart Tram City Commission 12.10.18

City of Stuart Tram/ Transportation Network Company Business Plan

City of Stuart Commission Meeting December 10, 2018





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 - Coordination
 - Best Practices/ Literature Review
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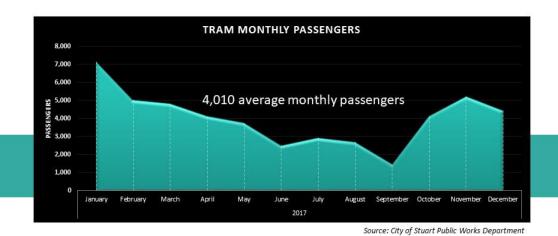






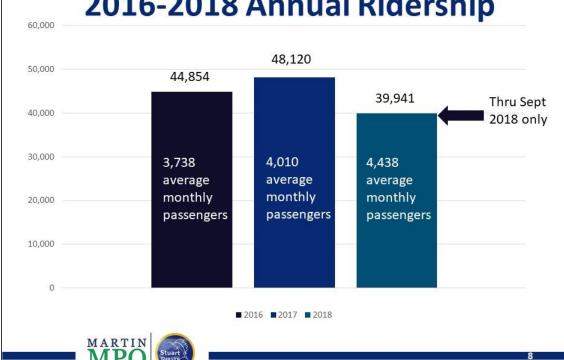






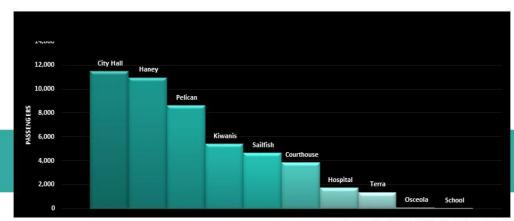


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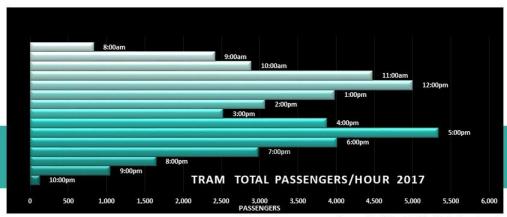


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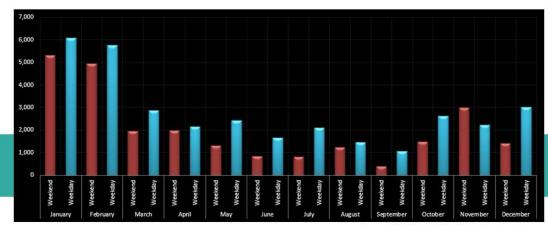


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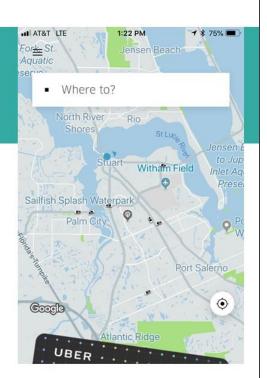
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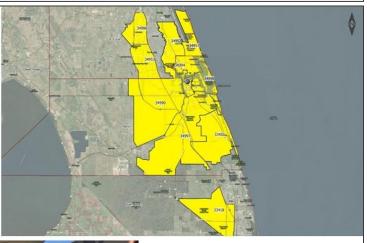
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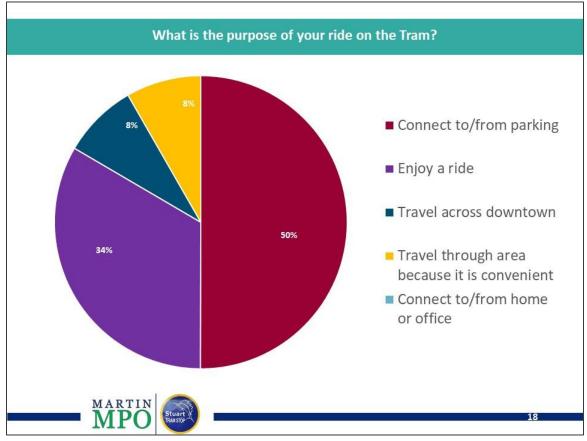
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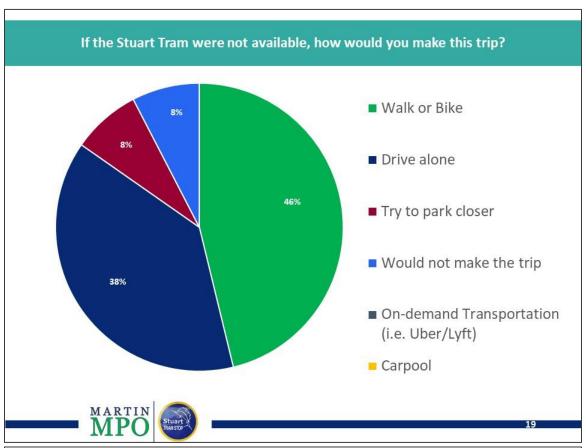


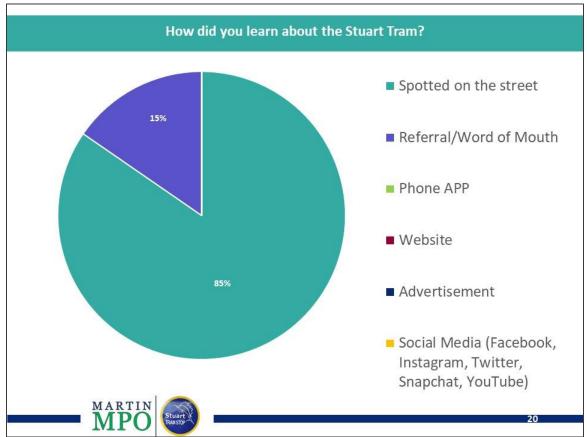






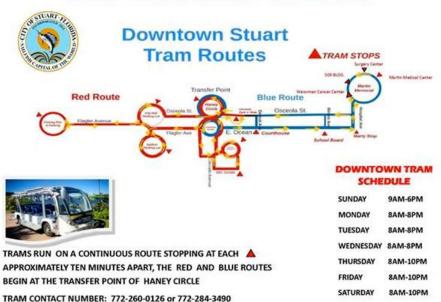














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Stuart Tram City Commission 3.11.19

City of Stuart Tram Business Plan

City of Stuart Commission Meeting

March 11, 2019









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- 2 Surveys, Interviews and Site Visits
- 3 Microtransit Case Studies
- 4 TNCs and Planning Considerations
- 5 Alternatives and Funding Gaps



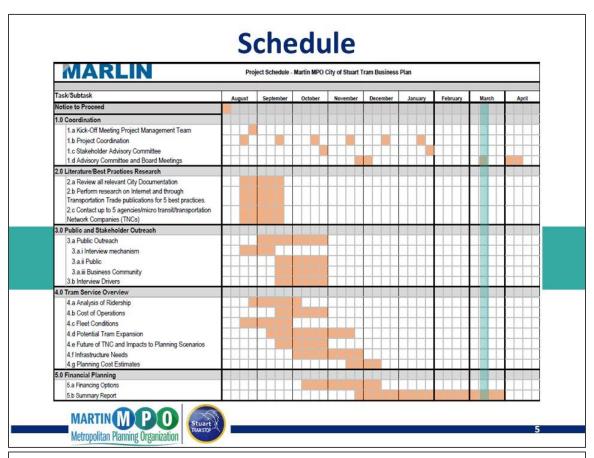


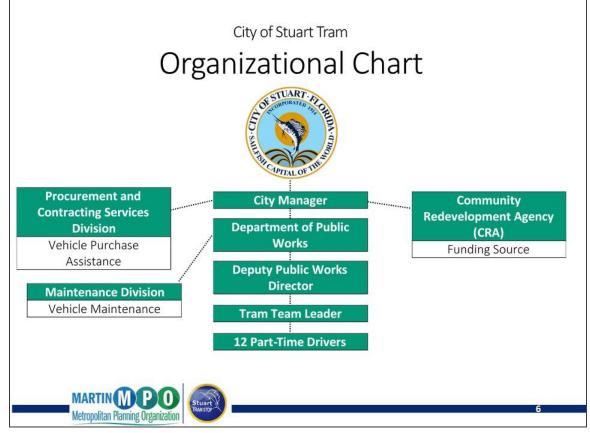
















Survey **Highlights**

- Almost 90% of those surveyed had learned about the Tram through spotting it on the street
- 65% of those surveyed had driven themselves and parked locally before riding the Tram
- 29% of riders said their purpose on the Tram was to enjoy a ride
- If the Tram were not available, 67% said they would have walked or biked





Survey **Highlights** (cont.)

- 98% of those surveyed were satisfied with the service and reliability of the Tram
- 76% would like to see the Tram expanded
- 0% surveyed used the mobile app
- 5% said they make the trip Downtown because of the Tram





Interviews & Site Visits























Case Studies











Miami, FL - Freebee



San Diego, CA - FRED



Coral Gables, FL - Freebee





Microtransit Case Studies

SERVICE	LOCATION	DESCRIPTION	PUBLIC/ PRIVATE
Main Street Trolley	Park City, UT	Replica trolley bus.	Public
iRide/Gotcha	Sarasota	Electric golf carts.	PPP/ Private
Freebee	Miami-Dade	Electric golf carts with mini TVs.	PPP/ Private
Downtowner	Tampa	Electric golf carts.	PPP
eShuttle	Austin, TX	Electric golf carts.	PPP
FRED	San Diego, CA	Electric golf carts.	PPP
E-FROGS	Dallas, TX	Electric golf carts.	Private

MARTIN M P 0 Metropolitan Planning Organization





Case Study **Findings**

- Driver tips will not provide substantial funds
- Subsidies likely to be necessary to kick off service expansion
- On-vehicle ads
 - Likely to be more prominent as ad portion of the budget increases
 - Maximizing ad revenue likely to require maximizing amount of ad space
 - Could be paired with stop branding, giveaways, and promotions



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Case Study Findings (cont.)

- Specialized tours as revenue source and a visitorfriendly amenity
- Environmental agencies as sources of grant funding
- Web sites and other information sources must be kept up-to-date
- Budgeting should consider publicizing/marketing the service
- Vehicles not in service might be parked in visible locations for marketing





Transportation Network Companies (TNCs)

- TNCs available in Stuart
 - Lyft
 - Uber
- Stuart in Lyft's Port St. Lucie coverage area
- Stuart in Uber's Miami & South Florida coverage area







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TNC Planning Considerations

- Designated TNC pickup/dropoff areas (curbside management)
 - Aide transfers between TNCs and transit
 - Keep TNCs from blocking bike lanes, parking spaces and loading areas

Note: Designated TNC pickup/dropoff areas with short time restrictions might create a situation in which TNC drivers drive around while waiting for trips, contributing to traffic congestion.















Infrastructure











Tram Goal Statement:

Continue to Plan, Operate and
Maintain the Downtown Stuart Tram
consistent with a Vision of enhanced
mobility and economic development
for the Downtown Stuart Area





Tram Objectives (FYs 2019-2025)

- Improve tram reliability, efficiency and effectiveness
- Assure fiscal stability through five (5) year budgeting
- Create a distinct and recognizable brand for the Tram
- Seek out and apply for grants and private sector participation
- Increase transit ridership levels by capturing traditional and new transportation markets
- Continue intergovernmental coordination with regional transportation authorities and the private sector to foster strong partnerships

2019



Stuart TRAMSTOP

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2019

- Continue operations
- Staff roles & responsibilities
- · Market service
- Fulfill FDOT Grant new vehicle
- Seek additional funding
- Utilize 5-year financial tool

2020-2021

- Accrue new funds
- Coordinate with the CRA on parking infrastructure
- Research new vehicle types
- Apply & implement FDOT Grant
- Utilize & adjust 5-year plan

Tram Objectives (FYs 2019-2025)

2022-2025

- · Vehicle replacements
- Construct **new shelters**
- Apply for FDOT Grants
- Implement expanded service
- Continue to plan for the future

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Funding Sources: Existing and Potential*

- CRA (\$100,000 per year with 3.5% annual growth)
- Parking Fees (\$40,000 annually)
- Vehicle and Shelter Ads (\$2,700 annually)
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 - Service Development Grant (new service only at 50% match)
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Alternative Cost Analysis

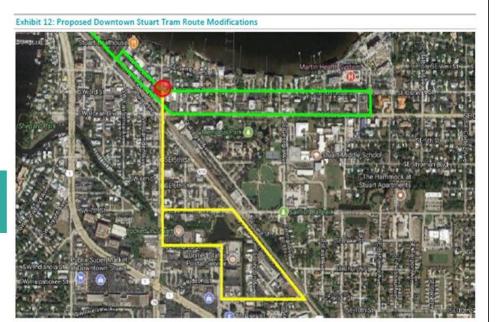
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- ** 2017 2019 City of Stuart Budget *** 2018 Parking Study estimated \$80,000 to \$120,000
- *** Municipal CRA Historic Taxable Value Annual Growth 2002 2018 = 3.5%









Source: Walker Consultants and Google Earth 2018



Stuart TRAMSTOP

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Next **Steps**

DATE	MEETING			
April 1	MPO Joint Advisory Committee			
	 Citizens' Advisory Committee 			
	 Bicycle & Pedestrian Advisory Committee 			
	 Technical Advisory Committee 			
April 15	MPO Board			









Stuart Tram MPO Board 4.15.19

City of Stuart Tram Business Plan

MPO Board Meeting

April 15, 2019







Contents

- 1 Overview of Scope and Schedule
- 2 Surveys, Interviews and Site Visits
- 3 Microtransit Case Studies
- 4 TNCs and Planning Considerations
- 5 Alternatives and Funding Gaps



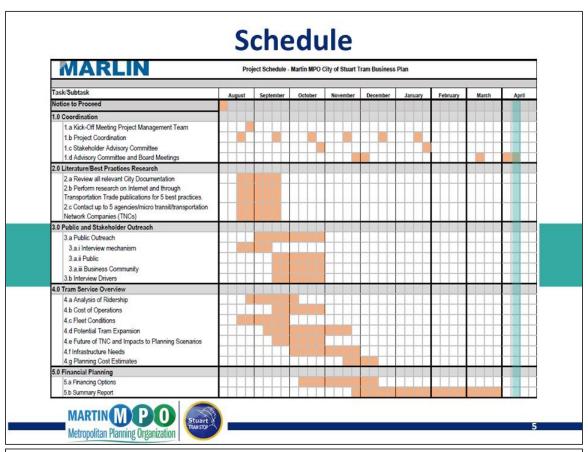


















Survey **Highlights**

- Almost 90% of those surveyed had learned about the Tram through spotting it on the street
- 65% of those surveyed had driven themselves and parked locally before riding the Tram
- 29% of riders said their purpose on the Tram was to enjoy a ride
- If the Tram were not available, 67% said they would have walked or biked





Survey **Highlights** (cont.)

- 98% of those surveyed were satisfied with the service and reliability of the Tram
- 76% would like to see the Tram expanded
- 0% surveyed used the mobile app
- 5% said they make the trip Downtown because of the Tram





Interviews & Site Visits























Case Studies







Tampa, FL - Downtowner



Park City, UT – Main Street Trolle



Miami, FL - Freebee



San Diego, CA - FRED



Coral Gables, FL - Freebee





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Microtransit Case Studies

SERVICE	LOCATION	DESCRIPTION	PUBLIC/ PRIVATE
Main Street Trolley	Park City, UT	Replica trolley bus.	Public
iRide/Gotcha	Sarasota	Electric golf carts.	PPP/ Private
Freebee	Miami-Dade	Electric golf carts with mini TVs.	PPP/ Private
Downtowner	Tampa	Electric golf carts.	PPP
eShuttle	Austin, TX	Electric golf carts.	PPP
FRED	San Diego, CA	Electric golf carts.	PPP
E-FROGS	Dallas, TX	Electric golf carts.	Private

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Case Study **Findings**

- Driver tips will not provide substantial funds
- Subsidies likely to be necessary to kick off service expansion
- On-vehicle ads
 - Likely to be more prominent as ad portion of the budget increases
 - Maximizing ad revenue likely to require maximizing amount of ad space
 - Could be paired with stop branding, giveaways, and promotions



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Case Study Findings (cont.)

- Specialized tours as revenue source and a visitorfriendly amenity
- Environmental agencies as sources of grant funding
- Web sites and other information sources must be kept up-to-date
- Budgeting should consider publicizing/marketing the service
- Vehicles not in service might be parked in visible locations for marketing





Transportation Network Companies (TNCs)

- TNCs available in Stuart
 - Lyft
 - Uber
- Stuart in Lyft's Port St. Lucie coverage area
- Stuart in Uber's Miami & South Florida coverage area







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TNC Planning Considerations

- Designated TNC pickup/dropoff areas (curbside management)
 - Aide transfers between TNCs and transit
 - Keep TNCs from blocking bike lanes, parking spaces and loading areas

Note: Designated TNC pickup/dropoff areas with short time restrictions might create a situation in which TNC drivers drive around while waiting for trips, contributing to traffic congestion.















Infrastructure











Tram Goal Statement:

Continue to Plan, Operate and
Maintain the Downtown Stuart Tram
consistent with a Vision of enhanced
mobility and economic development
for the Downtown Stuart Area





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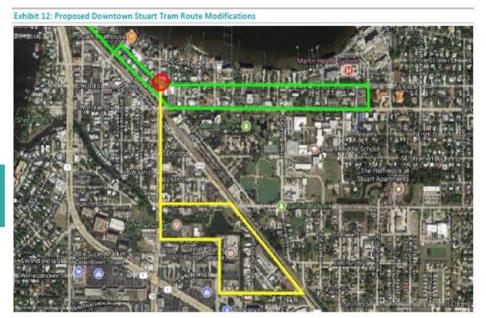
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THANK YOU









Stuart Tram Survey Form (Page 1)

Yes No If not a Tram rider, proceed to question 16		
If not a Tram rider, proceed to question 16 Have you used the City of Stuart Tram in past? A What was the purpose of your ride on the a. Connect to/from parking b. Connect to/from home or office d. Enjoy a ride e. Other Where do you begin your trip on the Stuart Tram? a. Stop 1, Courthouse i. Stop 9, Sailfish Parking Lot j. Stop 10, Flagler Park k. Stop 11, City Hall l. Stop 12, Osceola Park n' Ride m. Stop 13, Kiwanis Park n. Stop 13, Kiwanis Park n. Stop 14, 6th Street o. Waved down the Tram at h. Stop 2, School Board i. Stop 2, School Board i. Stop 12, Osceola Park n' Ride m. Stop 14, 6th Street o. Waved down the Tram at h. Stop 15, Courthouse i. Stop 16, Flagler Park k. Stop 17, Courthouse i. Stop 18, Haney Circle ii. Stop 19, Sailfish Parking Lot j. Stop 10, Flagler Park k. Stop 11, City Hall l. Stop 12, Osceola Park n' Ride m. Stop 13, Kiwanis Park n. Stop 14, Gth Street j. Stop 10, Flagler Park k. Stop 11, City Hall l. Stop 12, Osceola Park n' Ride m. Stop 13, Kiwanis Park n. Stop 14, Gth Street o. Name of location (eg restaurant name, etc) h. Stop 8, Haney Circle	What is your residence zip code?	2 Are you riding on the City of Stuart Tram today
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h. Stop 8, Haney Circle		
7 How do you get to the Stuart Tram?		- Harrie of location (eg restaulant name, etc)
	How do you get to the Stuart Tram?	
Drive yourself and parked locally, Carpool/Uber/Lyft/taxi/Drop off, Walk, Bike, Marty, Other	Drive yourself and parked locally, Carpool/Uber/Ly	rft/taxi/Drop off, Walk, Bike, Marty, Other
8 How many days per week do you normally ride the Stuart Tram?	_	



Stuart Tram Survey Form (Page 2)

	ITY OF STUART ART TRAM SURVEY MARTIN MARTIN MARTIN FRANSTOP
9	How did you find out about the Stuart Tram? Spotted on street, Website, Ad, Phone App, Social Media, Referral, Work, Other
10	Do you use the Stuart Tram Stop mobile App? Yes No
11	If the Tram were not available, how would you make this trip? Drive alone, Would not make the trip, Carpool/ Uber/Lyft, Walk, Bike, Other
12	How satisfied are you with the service and reliability of the Stuart Tram? Very Satisfied 1 – 5 Very Dissatisfied 1 2 3 4 5
13	Do you ride on public transit other than the Tram? Yes No Yes No Yes No
15	Any overall feedback for the Stuart Tram?
	* END HERE FOR TRAM RIDERS *
16	Have you heard about the City of Stuart Tram? Yes No
17	How did you get to the downtown today? Drive yourself and parked locally, Carpool/Uber/Lyft/taxi/Drop off, Walk, Bike, Marty, Other
18	Would you consider riding the City of Stuart Tram in the future? Yes No



Stuart Tram Survey Notes

- Need more info at stops
- Lolray runs on demand -very nice -can make donation
- Might ride when I'm old
- 🖶 Tram drives really slow down busiest streets, very annoying. Local cyclist, young male
- Never rode because I have no info about it -maybe family could ride when in town
- From NYC so a fan of transit but haven't used tram
- 🖶 Good service -keep it up
- Let me look at the brochure first- not from here (did not take survey)
- 🖶 Would love to know more about it- would rather not drive
- 🖶 I haven't used it but my mom does when she's here
- → Joyride (bar crawl) planning another for Christmas -should expand area of service- driver took us wherever and played what we wanted on radio and really made the trip special for us (with 2 other ladies surveyed and their SOs)
- 🖶 My kids encourage me to ride but I like to walk and walking is good exercise
- (First respondent flagged me down to inquire about what I've been hearing -said he didn't know where you'd fit another stop in current service -asked jokingly if expansion would be sooner than 2021 and recommended expanding before funds disappear)
- Rode first time today had to park far away even with handicap tag -driver saw us walking and stopped to offer us ride -very nice -weren't sure we would make it here
- Parked Illegally
- 🖶 Need more advertising. Didn't know about app.
- Need to show where to park to take the tram.
- Drove 30 mins so wanted to walk
- Parked locally
- Didn't know about app
- 🖶 Biked from house and didn't know about tram
- Like the tram for when elderly parents visit
- Does not see need for him to ever use tram
- Caught tram when Driver said do you want a ride and she was tired
- New development Azul with limited parking worried about residents parking in lots
- ♣ Would take but just don't know where it goes or where it picks up
- Have trams ready for end of special events
- **↓** Expand it a lot like Cocoa -take it to the beach-keep it free (respondent moving here soon came with SO)
- 📥 Ad for app
- Reed is a fab driver
- Fun driver very accommodating
- It's great, shouldn't get rid of. Great for elderly
- More stops near Notes and Winery at the end of Colorado

City of Stuart | Tram Business Plan



- Fun driver, very accommodating
- ♣ MORE INFO ON FREQUENCY, EXPAND AROUND TOWN
- Really nice service
- 🖶 Tram is great. Need more trams! Expand Past US 1
- Ready access to a phone number
- Drivers are charming
- Fantastic drivers, reliable and friendly. GREAT SERVICE!
- **L** Excellent!
- ♣ I love the tram, huge asset, great selling point.
- **L** Excellent service
- Drivers are personable. Especially Sandy!
- ♣ Served us very well, because of the parking connectivity
- very important to have because of people visiting
- ♣ Marketing idea- Include info about tram in water bill
- 🖶 Good idea would be to pick up at marina and take boaters to Publix on a regular schedule
- ➡ Delivery dude- typically park at noodle world, tonight parked a quarter mile down and walked over



Outreach Sticker



CITY OF STUART STUART TRAM SURVEY

TALKING TO THE COMMUNITY ABOUT TRANSIT







Interview Notes

10/1/2018

Tram Driver Interview

- » 7 years driving tram
- » Sees congestion in City growing
- » When people are not at a stop, he services where the people are

10/14/2018

Green Market Vendor

- » Lots of Complaints about parking
- » They come early and park by tracks
- » Signage idea: Park here for tram transport with event info included with tram info

10/14/2018

Tram Driver

- » On special event days route is different
- » People with coolers need Tram
- » Offering rides
- » Group of 10 at Duffy's drove around and showed them around

10/22/2018

Clayton Therrien, Boat Show, All Sports Production

- » 2017 used Palm Beach Transportation, was not happy with service
- » 2018 used Molly's Trolleys, 4 trolleys that held 30 people each
- » 18,000 tickets sold in 2018
- » 2019 to use Academy Bus, 4 buses that hold 55 people each, pick up will be at Airport only
- » Have not considered option to pay for Tram service
- » City complains about traffic during boat show
- » Upcoming meeting with City to discuss boat show
- » 2017 concerns include no portajons in parking lots, Trams bringing visitors farther away
- » Marketing plan to advertise parking options
- » Very big event with large economic impact for City

10/23/2018

Marty Bus Driver - brief interview at Kiwanis Park and Ride - late weekday morning

- » Does not typically pick up riders at this time
- » Throughout am bus brings workers to downtown jobs
- » Sometimes bus riders ask about Tram and he directs them to the kiosk

10/23/2018

Bill Moore, Downtown Business Association of Stuart, President, Kilwin's owner

- » 19 years at Kilwin's
- » Suggested Tram connecting to local hotels



- » Employees use employee parking
- » Perception among some is that Tram reliability is an issue
- » Believes the Tram to be very important to the City
- » Presence of Tram is an asset to the City
- » Currently advertises for Tram at Kilwin's
- » Staff will call for Tram when requested by patrons
- » Recommends expanded parking enforcement to 8pm
- » Believes City to have enough parking when managed properly

10/23/2018

Downtown business owner interview, Must

- » One year at business
- » Familiar with Tram
- » Employees park at Kiwanis Park and Ride, do not use Tram
- » Confirmed parking code enforcement
- » Does not support paid parking in City
- » Not sure if business would advertise on the Tram

10/24/2018

Jim Corbett, Walker Consultants, Parking Study author

- » Need to contact City for Complete Parking Study and Powerpoint
- » Recommends schedule, on-demand is not reliable
- » Recommends a North/South route and an East/West route
- » Osceola corridor for prime paid parking with short term fee with 90-100 spaces at \$1/hour after equipment purchase of \$50,000-\$60,000 the first year would generate \$100,000/year

11/21/2018

Joe Catrambone, Chamber of Commerce, President/CEO

- » Tram is vital, great addition to downtown charm
- » One issue is that workers take up parking, this has improved as merchants have employees park and take Tram
- » Getting the word out is an opportunity
- » Chamber is Stuart-based, 1,600 members includes N. Palm Beach County, Martin County, St. Lucie County members
- » Downtown is the focal point, bright spot of community
- » Recommends riding the tram to people
- » In season is now until after Easter, County has influx of 20,000 to 30,000 people
- » Mindset is that there is no parking available
- » Chamber started Main Street Program
- » Tram is a great aid to counter mindset that there is no parking
- » Has not heard any complaints about tram
- » Familiar with CRA funding to tram, but not of any other funding available



» Chamber has monthly luncheon with 125-150 attendees on the 2nd Wednesday of every month, opportunity to share information about Tram with members at meeting

12/5/2018

Thondra Lanese, Stuart Main Street

- » Tram works well for tourism, but the next level, is to keep tourism market and generate revenue and provide transit to community for employees and those on lunch break with better reliability.
- » The Downtown parking study recommended fixed route for tram and also good benchmarks for City.
- » With the FDOT grant and the CRA, fixed route was discussed. Opportunity for special events to pay for tram
- » Suggest using a separate Tram for tours.
- » When visitors arrive at the tourism office, staff recommends tram to orient visitors, learn about city and history. Thondra's voicemail for special events states for visitors to use Park and Ride lots and take the tram. Education is desperately needed.
- » Thondra has a marketing background. Not enough brochures are provided. Suggests materials be informative and accessible with a multi-outlet approach to stakeholders.
- » She knows of a situation where a downtown business owner waited at a tram stop for the tram and no tram arrived so then would have to call. Suggests a route further down Colorado.
- » Why can't the tram go across US 1 and to the Publix? With better reliability the tram could capture Molly's House and Hospital.
- » City has 49 rental apartments coming on line and 40 condos on Seminole in 2 developments, so more potential ridership for Tram.
- » Key opportunities are more education and better reliability.

12/7/2018 - Christmas Parade Night

Tram Driver Interview

- » 4 Trams are out, 2 are in parade
- » Conserving energy at Haney Circle
- » Event at the Lyric also, at 9pm there will be crowds
- » Most TNCs are food delivery, mostly at Duffy's
- » Trams do not run out of power on the route, you can shut off and on and make it back

12/7/2018 - Christmas Parade Night

Bite Squad (restaurant delivery driver picking up at Duffy's)

- » Typically parks at Noodle World
- » Tonight parked a quarter mile down and walked over

12/10/2018

Terra Femata Owner, Eric Wickstrom

- » Yes, he would consider advertising on the Tram
- » Tram comes by and the drivers tell the riders about us
- » We give free entry to folks getting off the Tram
- » Don't agree with charging for parking downtown



- » Tram is great for our business
- » Our patrons mainly park nearby and walk to our business

1/7/2019

Margaret Wild, Operations Manager, Molly's House

- » Tram is excellent and a wonderful commodity for our City
- » We can call and they pick up our folks to go to the hospital a lot, and downtown for dinner
- » Drivers tell Tram riders about Molly's Hours and what we do as they pass by
- » Drivers are great
- » Folks staying at Molly's House take the history tours and learn about Stuart
- » Would like to see expanded to Fresh Market/County Building area for Walgreens and the Medical Center there (closer pharmacy is closed on weekends)

1/9/2019

Debbie Flerx, Assistant to the Clergy, St. Mary's Episcopal Church

- » She is not familiar with the Tram
- » She sees it go by with students and nurses on it
- » They host a community dinner every Wednesday from 4:45-5:45pm for those on a fixed income, want community or are homeless with 80-100 attendees. Not sure if these folks take Tram.







Tram Materials

								DRIVER				
TRAM#				1								
STOPS	COURT	KINDRED	SCHOOL	MARTY	HOSPITAL	HANEY	SAILFISH	FLAGLER	CITY HALL	OSCEOLA	KIWANIS	6TH ST
8:00 AM												
9:00 AM												
10:00 AM												
11:00 AM												
12:00 PM												
1:00 PM	_											
2:00 PM												
3:00 PM												
4:00 PM												
5:00 PIM												
6:00 PM												
7:00 PM												
8:00 PM												
9:00 PM												
10:00 PM												
MILES	START	END	TOTAL									
FUEL												
TOTAL RIDERSHIP	ERSHIP											



Tram Rules and Regulations

No crossing US1 under any circumstances unless directed by the City Manager.

No following or driving behind another Tram unless directed by your supervisor.

No stopping, standing, or parking behind another Tram. All communication will be done by radio or cell phone.

When taking breaks or lunch, Tram will be parked in a designated or secured location.

Beginning of each shift: check charger and indicate lights, make sure Tram is fully charged or shows a green indicator light. If not, write it down on activity board and notify your Supervisor.

Check your headlights, turn signals, horn, and strobe lights to make sure they are working properly.

Complete a final walk around inspection. Make notes of any damage to Tram.

Complete Tram Inspection Sheet.

When on route and pointing out landmarks, do not stop on roadway (do not block traffic). Just point at site and continue on your route.

Always use your turn signals when making turns. Remember to turn them off.

Report all accidents or incidents to your supervisor immediately.

Remember gratuities are not accepted.

End of each shift: make sure the Tram is plugged in properly and you can see the indicator lights.

Make sure your hand-held radios are plugged into charger, and the red indicator light is on.

Remember you are an ambassador to the City. Have a great and exciting day.



Daily Tram Report

Tram # Driver 1	Date:
Miles Start	
Hours Start	
Miles End	
Hours End	

Daily Check List	Check (√)	If Defective, Mark X	All defects must be d	lescribed on	bottom of DR
Items to Check	Driver 1	Comments	Items to Check	Driver 1	Community
Puel			Driver Seat	Dilver	Comments
Wipers			Passenger Seat	-	
Oil Level			Emergency Exits/Lights	-	
Oil Leaks			Fire Extinguisher		
Battery Power Level				-	
Tires/Lug Nuts			Emergency Reflectors		
Head Lamps			First Aid/Accident Kit	-	
Turn Signals			Wheel Chair Restraints		
Hazard Lights			W/C Interlock System		
Clearance Lights			W/C Ramp		
Brake Lights			Hand Rails		
Backup Lights			Seatbelts		
Glass (All) & Mirror	-		Radio/ Phone		
Clean Exterior			Intercom		
Clean Interior			Insurance Information		
Brake Pedal			Registration		
Emergency Brake					
Backup Beeper			Plug In Tram		
Gauge: Oil Pressure					-
Gauges: Volt, Fuel, Temp					
			Other;		1

Body Damage Description:	
min of the state o	
Ca. 222	
V SANN SOFT	









Defect and brief explanation or other comments:

VEHICLE DEFECT SHEET







725-030-005 Service Dev Program

Approved: Effective: November 19, 2008

Office: Transit

Topic No.: 725-030-005-i

Stephanie C. Kopelousos Secretary

PUBLIC TRANSIT SERVICE DEVELOPMENT PROGRAM

PURPOSE:

This procedure details the Florida Department of Transportation's administration and management of the Public Transit Service Development Program.

AUTHORITY:

Sections 341.051, 20.23(3)(a) and 334.048(3), Florida Statutes (F.S.) Rule Chapter 14-73, Public Transportation, Florida Administrative Code (F.A.C.)

SCOPE:

The principal users of this procedure are public transportation staff at both the Central Office and District levels, specifically those involved in administering the Service Development Program (i.e., Central Office Grant Programs Administrator and staff, District Public Transportation Managers/District Modal Development, and District Transit Programs staff.)

REFERENCE:

Public Transportation Joint Participation Agreement, Procedure 725-000-005

DEFINITIONS:

Central Office: For the purposes of this procedure, the Department of Transportation, Public Transit Office and/or staff.

Community Transportation Coordinator (CTC): A transportation entity so designated by the Florida Transportation Disadvantaged Commission, as provided for in *Chapter 427, F.S.*, and *Rule Chapter 41-2, F.A.C.* to serve the transportation disadvantaged population in a designated service area.

District Office: For the purposes of this procedure, the Department of Transportation,



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District Public Transportation office or District Office of Modal Development, and/or staff.

Eligible Capital Costs: Any costs that would be defined as capital costs by the Federal Transit Administration. Examples would include, but not be limited to: the acquisition of buses for fleet and service expansions; transfer facilities; intermodal terminals and park and ride facilities; and passenger amenities, such as passenger shelters and bus stop signs.

Eligible Net Operating Costs: All operating costs of a project; less any federal funds, fares, or other sources of income to the project.

Eligible Recipients: Public agencies providing or implementing public transit services directly or through contractual arrangements. Community Transportation Coordinators which are public agencies are eligible recipients.

Joint Participation Agreement (JPA): A contract between the Department of Transportation and a local sponsor of a public transportation project, defining a project and the Department's participation *(Form No. 725-030-06)*.

Public Agency: An authority, commission, committee, council, department, division, bureau, board, section or any other unit or entity of the state or of a town, city, municipality, county, or other local governing body.

Public Transit: The transporting of people by conveyances or systems of conveyances, traveling on land or water, local or regional in nature, and available for use by the public. Public transit systems may be either government owned or privately owned. Public transit specifically includes those forms of transportation commonly known as "paratransit" or "demand response," characterized by their non-scheduled, non-fixed route nature.

Transit Development Plan (TDP): A locally adopted document that addresses a minimum ten-year time frame. Preparation of the TDP is the responsibility of the public transit provider, in cooperation with the appropriate Metropolitan Planning Organization. It is consistent with the applicable approved local government comprehensive plan and with the appropriate comprehensive (long range) transportation plan and supports the Transportation Improvement Program. The TDP includes an assessment of the need for transit services in the local area. It identifies the local transit policies, existing services and proposed service improvements and/or changes, capital and operating costs of the proposed services, existing and proposed sources of funding and a staged implementation plan. A TDP is updated annually.



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BACKGROUND:

The Public Transit Service Development Program (hereinafter referred to as the Service Development Program) was enacted by the Florida Legislature to provide **initial** funding for **special** projects. The program is **selectively** applied to determine whether a **new or innovative** technique or measure can be used to improve or expand public transit. Service Development Projects specifically include projects involving the use of new technologies, services, routes, or vehicle frequencies; the purchase of special transportation services, and other such techniques for increasing service to the riding public as are applicable to specific localities and transit user groups. Projects involving the application of new technologies or methods for improving operations, maintenance, and marketing in public transit systems can be funded through the Service Development Program.

Service Development Projects are subject to specified times of duration, but no more than three years. Recipients accepting Service Development funds accept the commitment to continue the project, if deemed successful by their own measures, without additional Public Transit Service Development Program funds. This procedure is not applicable to rail service development projects as defined in **Section 341.303(4)**, **F.S.**

PROJECT DEVELOPMENT

District Offices shall develop a program of eligible Service Development projects and submit that program of projects to the Central Office by the first working day of July each year, for implementation beginning July 1 of the following fiscal year. Projects shall be developed in consultation with eligible recipients, and the need for such projects shall be justified in the recipient's TDP (or transportation disadvantaged plan, if applicable). For example, a project to initiate a new marketing campaign must be generally supported in the recipient's TDP with a statement of need for improved marketing efforts, as well as an objective to provide these efforts.

As delineated in **Section 341.051, F.S.**, the Department is authorized to fund Service Development Projects that will improve system efficiencies, ridership, or revenues. The following are eligible functional areas along with specified time durations for Service Development Projects: projects that improve system operations, having a duration of no more than three years; projects that improve system maintenance procedures, having a duration of no more than three years; projects that improve marketing and consumer information programs, having a duration of no more than two years; and projects that improve technology involved in overall operations, having a duration of no more than two years.



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- 1.1 District Offices shall consult with eligible recipients to identify projects that may be eligible for Service Development Program funding. Consultation shall include discussions of the extent to which a proposed project is consistent with local transportation, transit, and comprehensive plans, and the extent to which it may be necessary to amend any local plans to permit the inclusion of the proposed project in the Department's work program.
- Upon completion of these consultations, the District Offices shall prepare a list of projects containing: project objectives; estimated capital and operating expenses; assigned operational and financial responsibilities; the time frame required to develop the project; and the criteria by which the success of the project will be judged. Priority shall be given to projects that are statewide in nature or will demonstrate services, technologies, or methods that would be applicable elsewhere in the state.
- 1.2.1 Project objectives shall specifically identify results expected from the implementation of the project in terms specific to the functional area in which the project is being proposed. (For example, if the project is to improve system operations, a specific objective might be to test a new fare collection system.)
- **1.2.2** Operating and capital expenses shall be estimated for the project.
- **1.2.3** Assigned operational and financial obligations shall be delineated.
- 1.2.3.1 The operational responsibilities shall include a list of specific actions to be taken by the parties to the *JPA* to meet the objectives. (For example, if the project involved a new fare collection system, the list might include an audit of existing fare collections, the evaluation of fare collection equipment available, obtaining public input, procuring new equipment, implementing new systems, collecting data, and evaluating results.)
- 1.2.3.2 The financial responsibilities shall include at least a breakdown of federal funds, fares, other sources of income (including contract and charter income), and proposed state financial participation. District Offices may propose that the state share be any percentage of the eligible net operating and capital cost of the project negotiated with the local recipient. To calculate maximum state funding for a local service development project, first subtract from the total project cost any federal funds, fares, contract revenues or Transportation Disadvantaged funds, etc. to determine the net project cost. The Department may then provide up to one-half of the net project cost, but no more than the amount of funding committed by the local project sponsor. Any proposed state



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- participation of more than 50% of the net project cost shall be for projects of statewide significance. Include a narrative on the statewide implications for any project proposed for more than 50% participation by the State.
- **1.2.3.3** The final determination of whether a project qualifies for more than 50% state participation shall be made by the Central Office. District offices shall be notified of the determination before the appropriation request is forwarded to the Legislature.
- 1.2.3.4 The length of time expected to be required to develop the required service shall be explicitly stated. The statute limits projects to improve system operations and maintenance procedures to three years and projects improving marketing and technology to two years. The time clock for projects begins when actual expenses are incurred. It should be noted that projects experiencing delays in implementation will not be eligible for inflationary increases in project budget.
- **1.2.3.5** The criteria by which the success of the project will be judged shall be included and shall be expressed in terms of the project objectives and the results expected from the project. (For example, the success of a new route alignment might be expressed in terms of ridership.)
- 1.3 The list of projects shall be forwarded to the Central Office by the first working day of July each year, for implementation in the following fiscal year.
- 1.4 The Central Office shall then develop a Work Program Schedule B based on the needs expressed in the submitted programs of eligible projects. The Central Office shall consult with the District Offices as necessary to allocate funds appropriately.
- 1.5 Upon receipt of **Schedule B**, District Offices shall advise local recipients that projects have been selected for funding so that local plans and Transportation Improvement Programs may be amended as necessary. The District Offices shall then incorporate the identified projects in the work program to the limits of **Schedule B**, so that the projects will be included in the appropriation request to the Florida Legislature.

2. PROJECT MANAGEMENT

2.1 Upon notification from the Central Office that the Department's work program, including the proposed Service Development Project, has been approved and that fund approval has been obtained through the Contract Funds

Management system, the District Office shall prepare and execute a *JPA*



725-030-005-i Page 6 of 7

between the Department and the recipient. Each JPA shall include an Exhibit C and Exhibit D as provided in the Public Transportation Joint Participation Agreement Procedure, 725-000-005.

- 2.2 District Offices shall maintain a record of reports on the progress of the project as compared to objectives and milestones as set forth in the Service Development project proposal and/or *Exhibit C* of the *JPA*. The frequency of required progress reports shall be specified in the *JPA*.
- 2.3 District Offices shall visit each recipient no less than once a year at their place of business. More frequent on site monitoring requirements may be specified in the Service Development project proposal and/or *Exhibit C* of the *JPA* if warranted by the nature of the project. The purpose of the visit will be to consult with the recipient on the reported progress in meeting objectives and milestones. The visit will be documented in the project file.
- 2.4 The District Office shall maintain project files that contain, at a minimum:
- (A) A copy of the **JPA** and any supplements thereto.
- (B) A copy of all progress reports, whether annual or more frequent, as specified in the *JPA*.
- **(C)** A copy of each invoice presented for payment.
- (D) A copy of the portion of the audit performed in compliance with the *Florida*Single Audit Act, Section 215.97 F.S., as directed by the Office of the Inspector General.
- (E) A summary of each monitoring visit made to the recipient's place of business.
- (F) A final report on the project, analyzing the success or lack thereof in terms of the criteria established at the beginning of the project, and the basis on which the decision to continue or not to continue the experimental service, method, technology, etc., was made.
- 2.5 A copy of the final report from every Service Development Project shall be provided to the Central Office and copied to each District Office. District Offices shall provide copies of the interim progress reports to the Central Office upon request.
- 2.6 The Central Office shall biennially compile a statewide report to analyze and communicate results of Service Development Projects.



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3. TRAINING

No training is required by this procedure.

4. FORMS

Form No. 725-030-06, Public Transportation Joint Participation Agreement, is available from the Department's Forms Library. Requirements for use of the form are provided in Procedure No. 725-000-005, Public Transportation Joint Participation Agreement.







2015-2017 Budget

City of Stuart 2017 Fiscal Budget Estimated Appropriations

Ac	count	2015 Audited	2016 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
001		GENE	RAL				
12	32	MICRO-TR	ANSIT OPE	RATIONS	-		
513	OTHER SALARIES AND WAGES	0	0	127,500	127,500	127,500	0.009
	TRAM DRIVERS			127,500	127,500	127,500	
521	FICA TAXES	0	0	9,754	9,754	9,754	0.009
522	RETIREMENT CONTRIBUTIONS	0	0	9,588	9,588	9,588	0.009
Total	PERSONAL SERVICES	0	0	146,842	146,842	146,842	0.00%
541	COMMUNICATIONS SERVICES	0	0	250	250	250	0.009
	CELL PHONES			250	250	250	
543	UTILITY SERVICES	0	0	750	750	750	0.00%
	ELECTRICITY			750	750	750	
545	INSURANCE	0	0	5,967	5,000	5,000	0.00%
	TRICO GENERAL LIABILITY INSURANCE			5,967	5,000	5,000	
546	REPAIR AND MAINTENANCE	0	0	6,500	6,500	6,500	0.00%
	VM-REPAIR AND MAINTENANCE			6,500	6,500	6,500	
552	OPERATING SUPPLIES	0	0	2,424	2,424	2,424	0.009
	FUEL 2017 (211.75 TOTAL GALLONS @ \$2)			424	424	424	
	UNIFORMS (9 EMPLOYEES)			2,000	2,000	2,000	
Total	OPERATING EXPENSES	0	0	15,891	14,924	14,924	0.00%
564	MACHINERY AND EQUIPMENT	0	0	36,000	36,000	36,000	0.00%
	6TH TRAM			18,000	18,000	18,000	
	6TH TRAM - FDOT GRANT			18,000	18,000	18,000	
Total	CAPITAL OUTLAY	0	0	36,000	36,000	36,000	0.00%
Divisio	MICRO-TRANSIT OPERATIO	0	0	198,732	197,765	197,765	0.00%
Divis	sion + Consolidated + Indirect Charges:			198,732	197,765	197,765	



A	ccount	2014 Audited	2015 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
107	7	COMMUNIT	Y REDEVEL	OPMENT			
11	17	CR	A			-	
546	REPAIR AND MAINTENANCE	10,285	10,000	10,000	13,500	13,500	35.00%
	OTHER			7,000	7,000	7,000	
	VM-REPAIR AND MAINTENANCE			3,000	6,500	6,500	
547	PRINTING AND BINDING	566	1,000	1,000	1,000	1,000	0.00%
	PRINTING & BINDING, SIGNS, BROCHURES			1,000	1,000	1,000	
548	PROMOTIONAL ACTIVITIES	5,865	6,000	6,000	6,000	6,000	0.00%
	MARKETING & PROMOTIONS			6,000	6,000	6,000	
549	OTHER CURRENT CHARGES	11,910	33,166	2,100	2,100	2,100	-93.67%
	FEC RAILWAY 10 PARCEL GROUND LEASE RE TAX			2,100	2,100	2,100	
551	OFFICE SUPPLIES	1,029	1,800	1,800	1,800	1,800	0.00%
	COPY PAPER			1,800	1,800	1,800	
552	OPERATING SUPPLIES	4,682	2,260	1,944	2,944	2,944	30.26%
	FUEL 2016 (314.64 TOTAL GALLONS @ \$3)		000	944	944	944	
	UNIFORMS (9 EMPLOYEES)			1,000	2,000	2,000	
554	BOOKS AND MEMBERSHIPS	2,829	1,691	1,691	1,561	1,561	-7.69%
	APA/AICP MEMBERSHIP			476	476	476	
	CRA DISTRICT FEES			175	175	175	
	FRA MEMBERSHIP FEES			870	870	870	
	MARTIN COUNTY LEADERSHIP			40	40	40	
	NOTARY (EVERY 4 YEARS-FY15)			130	0	0	
555	TRAINING	2,787	2,495	2,495	2,495	2,495	0.00%
	APA CONFERENCE / CERTIFICATION			745	745	745	
	FLORIDA REDEVELOPMENT ASSOC. CONFERENCE			1,500	1,500	1,500	
	STUART MAIN STREET CONFERENCES			250	250	250	
557	INDIRECT COSTS (NET)	33,813	35,865	38,248	38,478	38,549	7.48%
	TO GENERAL FUND			37,085	37,331	37,394	
	TO WATER AND SEWER			1,164	1,147	1,155	
Total	OPERATING EXPENSES	129,985	183,544	122,749	157,349	157,420	-14.23%
563	INFRASTRUCTURE	167,909	959,241	1,233,428	1,140,809	1,141,209	18.97%
	AVAILABLE FOR INFRASTRUCTURE PROJECTS			1,038,428	945,809	946,209	
	FDOT JOHNSON KINDRED GRANT MATCH 2016			97,500	97,500	97,500	
	FDOT JOHNSON KINDRED GRANT MATCH 2017			97,500	97,500	97,500	
564	MACHINERY AND EQUIPMENT	30,000	67,000	0	0	0	-100.00%
Total	CAPITAL OUTLAY	197,909	1,026,241	1,233,428	1,140,809	1,141,209	11.20%
571	PRINCIPAL	336,474	382,304	396,579	396,579	396,579	3.73%

Thursday, September 03, 2015



Total DEBT SERVICE 450,537 482,230 483,328 582 AIDS TO PRIVATE ORGS 5,500 10,000 0 10,000 10,000 10,000 17,000	396,579 269,579 47,000 80,000 86,749 36,992	396,579 269,579 47,000 80,000	3.739
PRINCIPAL 336,474 382,304 396,579	269,579 47,000 80,000 86,749	269,579 47,000 80,000	3.739
2002 TIF BONDS (9/1/18) 269,579 2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY 47,000 TRIANGLE PROPERTY ADDITIONAL PRINCIPAL PAYDOWN 80,000 572 INTEREST 114,063 99,926 86,749 2002 TIF BONDS (9/1/18) 36,992 2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY 49,757 Total DEBT SERVICE 450,537 482,230 483,328 582 AIDS TO PRIVATE ORGS 5,500 10,000 0 Total GRANTS AND AIDS 5,500 10,000 0 Total GRANTS AND AIDS 5,500 10,000 90,000 TRANSFER TO GEN FUND ECONOMIC STRATEGIES DIVISION 80,000 TRANSFER TO GEN FUND FOR AUDIT 10,000 595 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700	269,579 47,000 80,000 86,749	269,579 47,000 80,000	3.739
2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY TRIANGLE PROPERTY ADDITIONAL PRINCIPAL PAYDOWN 572 INTEREST 114,063 99,926 86,749 2002 TIF BONDS (9/1/18) 36,992 2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY 49,757 Total DEBT SERVICE 450,537 482,230 483,328 582 AIDS TO PRIVATE ORGS 5,500 10,000 0 Total GRANTS AND AIDS 5,500 10,000 0 TRIANGSER TO GEN FUND FOR AUDIT 10,000 TRANSFER TO GEN FUND FOR AUDIT 595 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700	47,000 80,000 86,749	47,000 80,000	
TRIANGLE PROPERTY ADDITIONAL PRINCIPAL PAYDOWN 80,000 572 INTEREST 114,063 99,926 86,749 2002 TIF BONDS (9/1/18) 36,992 2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY 49,757 Total DEBT SERVICE 450,537 482,230 483,328 582 AIDS TO PRIVATE ORGS 5,500 10,000 0 Total GRANTS AND AIDS 5,500 10,000 0 Total INTRAGOVERNMENTAL TRANSFS 110,000 90,000 90,000 TRANSFER TO GEN FUND FOR AUDIT 10,000 595 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700	80,000 86,749	80,000	
INTEREST 114,063 99,926 86,749 36,992 2002 TIF BONDS (9/1/18) 36,992 49,757 49,757	86,749		
2002 TIF BONDS (9/1/18) 36,992 2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY 49,757 Fotal DEBT SERVICE 450,537 482,230 483,328 582 ALDS TO PRIVATE ORGS 5,500 10,000 0 Fotal GRANTS AND AIDS 5,500 10,000 0 TRIANGOVERNMENTAL TRANSFS 110,000 90,000 90,000 TRANSFER TO GEN FUND ECONOMIC STRATEGIES DIVISION 80,000 TRANSFER TO GEN FUND FOR AUDIT 10,000 595 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700		96 740	
2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE PROPERTY 49,757	36,992	00,749	-13.19
fotal DEBT SERVICE 450,537 482,230 483,328 82 ALDS TO PRIVATE ORGS 5,500 10,000 0 fotal GRANTS AND AIDS 5,500 10,000 0 91 INTRAGOVERNMENTAL TRANSFS 110,000 90,000 90,000 TRANSFER TO GEN FUND ECONOMIC STRATEGIES DIVISION 80,000 10,000 TRANSFER TO GEN FUND FOR AUDIT 10,000 90,126 95 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700 3,700		36,992	
10,000 1	49,757	49,757	
Total GRANTS AND AIDS 5,500 10,000 0	483,328	483,328	0.239
INTRAGOVERNMENTAL TRANSFS 110,000 90,000 90,000 TRANSFER TO GEN FUND ECONOMIC STRATEGIES DIVISION 80,000 TRANSFER TO GEN FUND FOR AUDIT 10,000 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700	10,000	10,000	0.009
### 17,000 95,000 \$0,000 \$0,000 ### 170,000 \$0,000 ### 170,000	10,000	10,000	0.009
### TRANSFER TO GEN FUND FOR AUDIT 10,000 95 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700	90,000	90,000	0.009
95 OTHER NONOPERATING USES 0 5,426 9,126 GWI 3,700	80,000	80,000	
GWI 3,720 3,720	10,000	10,000	
5,100	9,126	9,126	68.199
HEALTH SELF-INSURANCE RESERVE 5,426	3,700	3,700	
	5,426	5,426	
otal OTHER USES 110,000 95,426 99,126	99,126	99,126	3.889
Division CRA 1,215,422 2,182,538 2,273,191	2,284,594	2,284,594	87.97%
COMMISSION 1,049	1,219	1,219	
MANAGER 0	0	0	
ECONOMIC STRAT 0	0	0	
HUMAN RESOURCES 0	0	0	
CITY CLERK 1,948	2,064	2,064	
FINANCIAL SERVICES 7,092	7,092	7,092	
INFORMATION SERVICES 0	0	0	
CITY ATTORNEY 26,995	27,019	27,019	
VEHICLE MAINTENANCE 0	0	0	
BUILDING MAINTENANCE 0	0	0	
LEGISLATIVE & MARKETING 0	0	0	
CUSTOMER SERVICE 1,164	1,155	1,155	
WS GENERAL GOV 0	0	0	-1
Total Indirect Costs 38,248	38,549	38,549	
Division + Consolidated + Indirect Charges: 2,311,439	2,323,143	2,323,143	



City of Stuart 2016 Fiscal Budget Personnel Sheet

1117 CRA

Class Title	Range/ Step	Current Salary	Prcnt	Range/ Step	Dept Req	Spec Pay	Prcnt	Range/ Step	Mgr Rec	Spec Pay	Prcnt	Range/ Step	Comm Adopt	Spec Pay
1020 CITY MANAGER		155,000.00									0.16		24,800	1,181
1040 DEVELOPMENT DIRECTOR	27 17	113,972.13	0.05 27	17	5,699	69								
1055 CRA ADMINISTRATOR	23 9	73,288.77	1.00 23	9	73,289	1,380	1.00 23	9	73,289	1,380	1.00 23	9	73,289	1,380
2042 CRA PROGRAM SPECIALIST	12 5	42,745.34	1.00 12	5 SION ASSIS	38,859 TANT	1,020	1.00 12	5	42,745	1,020	1.00 12	5	42,745	1,020
2045 CRA PROGRAM MANAGER	15 9	49,601.52	1.00 15		49,602	1,020	1.00 15	9	49,602	1,020	0.50 15	9	24,801	510
6020 EXEC ADMIN ASSISTANT	13 8	43,940.62	0.10 13	8	4,394	48	0.10 13	8	4,394	48	0.10 13	8	4,394	48
BUDGET PART-TIME							1.00 00	0	127,500	0	1.00 00	0 1	127,500	0
BUDGET OVERTIME							1.00 00	0	1,000	0	1.00 00	0	1,000	0
BUDGET MERIT			1.00 00	0	2,625	0	1.00 00	0	2,625	0	1.00 00	0	2,625	0
Takal	100	Count			5				4				5	
Total				174,	467	3,537		301,	155	3,468		301,1	54 4	4,139



A	ccount	2013 Audited	2014 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
107	,	COMMUNIT	TY REDEVEL	DPMENT			
11	17	CR	A				
512	REGULAR SALARIES AND WAGE	197,597	209,503	200,999	196,585	196,585	-6.17%
513	OTHER SALARIES AND WAGES	40,322	72,000	107,512	87,512	87,512	21.54%
514	OVERTIME	215	5,000	5,000	5,000	5,000	0.00%
515	SPECIAL PAY	10,182	7,906	7,416	6,466	6,466	-18.21%
521	FICA TAXES	18,488	21,534	24,551	22,611	22,611	5.00%
522	RETIREMENT CONTRIBUTIONS	13,429	19,613	15,541	15,642	15,642	-20.25%
523	LIFE AND HEALTH INSURANCE	36,880	34,606	43,481	48,769	48,769	40.93%
	CLINIC			3,372	3,372	3,372	
	EMPLOYEE INSURANCE			36,173	41,461	41,461	
	HEALTH INSURANCE INCREASE 10%			3,936	3,936	3,936	
524	WORKERS' COMPENSATION	2,373	2,513	2,513	2,513	2,513	0.00%
Total	PERSONAL SERVICES	319,487	372,675	407,012	385,097	385,097	3.33%
531	PROFESSIONAL SERVICES	4,000	0	15,000	28,767	28,767	0.00%
	CRA PLAN AMENDMENTS			15,000	28,767	28,767	
540	TRAVEL AND PER DIEM	4,830	7,000	7,000	5,000	5,000	-28.57%
541	COMMUNICATIONS SERVICES	1,038	1,050	950	950	950	-9.52%
	CELL PHONE			200	200	200	
	LONG DISTANCE			300	300	300	
	PHONE SETS			450	450	450	
542	FREIGHT/POSTAGE SERVICES	329	520	520	520	520	0.00%
543	UTILITY SERVICES	2,568	2,700	4,200	4,200	4,200	55.56%
	ELECTRIC			1,200	1,200	1,200	
	WATER/SEWER			3,000	3,000	3,000	
544	RENTALS AND LEASES	51,630	30,314	31,529	31,529	31,529	4.01%
	COPIER LEASE & USAGE			3,700	3,700	3,700	
	CRA FEC RAILROAD CROSSING MAINTENANCE AND	LAND USE		25,529	25,529	25,529	
	OTHER			2,300	2,300	2,300	
545	INSURANCE	17,251	18,268	18,301	18,301	18,301	0.18%
	FLOOD INSURANCE PORTION			401	401	401	
	TRICO GENERAL LIABILITY INSURANCE			17,900	17,900	17,900	
546	REPAIR AND MAINTENANCE	8,122	10,000	10,000	10,000	10,000	0.00%
	OTHER			7,000	7,000	7,000	
	VM-REPAIR AND MAINTENANCE			3,000	3,000	3,000	
547	PRINTING AND BINDING	555	1,000	1,000	1,000	1,000	0.00%
	PRINTING & BINDING, SIGNS, BROCHURES			1,000	1,000	1,000	

Monday, October 06, 2014



A	count	2013 Audited	2014 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
107		COMMUNIT	Y REDEVELO	PMENT			
11	17	CR	A				
548	PROMOTIONAL ACTIVITIES	12,428	11,000	11,000	6,000	6,000	-45.45%
	MARKETING & PROMOTIONS			11,000	6,000	6,000	
549	OTHER CURRENT CHARGES	1,945	30,000	33,166	33,166	33,166	10.55%
	EAST STUART REDEVELOPMENT INITIATIVE			20,000	20,000	20,000	
	ECONOMIC REDEVELOPMENT			10,000	10,000	10,000	
	FEC RAILWAY 10 PARCEL GROUND LEASE RE TAX			2,100	2,100	2,100	
	OTHER			1,066	1,066	1,066	
551	OFFICE SUPPLIES	1,163	2,018	1,800	1,800	1,800	-10.80%
	COPY PAPER			1,800	1,800	1,800	
552	OPERATING SUPPLIES	3,668	1,800	2,260	2,260	2,260	25.56%
	FUEL FOR TRAM (360 @ \$3.5 P/G)	•	,	1,260	1,260	1,260	
	UNIFORMS (9 EMPLOYEES)			1,000	1,000	1,000	
554	BOOKS AND MEMBERSHIPS	1,562	1,265	1,691	1,691	1,691	33.68%
	APA/AICP MEMBERSHIP	1,502	1,203	476	476	29.5/16212/624	
	CRA DISTRICT FEES			175	175	476 175	
	FRA MEMBERSHIP FEES			870	870	870	
	MARTIN COUNTY LEADERSHIP			40	40	40	
	NOTARY (EVERY 4 YEARS-FY15)			130	130	130	
555	TRAINING	5,223	1,500	2,495	2,495	2,495	66.33%
		5,225	1,500			2.000.00000	00133 10
	APA CONFERENCE / CERTIFICATION			745	745	745	
	FLORIDA REDEVELOPMENT ASSOC. CONFERENCE			1,500	1,500	1,500	
557	STUART MAIN STREET CONFERENCES	25.440		250	250	250	C 0701
557	INDIRECT COSTS (NET)	26,442	33,813	35,607	35,865	35,865	6.07%
	TO GENERAL FUND			34,460	34,554	34,554	
	TO WATER AND SEWER			1,147	1,310	1,310	
Total	OPERATING EXPENSES	142,754	152,248	176,519	183,544	183,544	20.56%
563	INFRASTRUCTURE	14,965	168,000	50,000	959,241	959,241	470.98%
	AVAILABLE FOR INFRASTRUCTURE PROJECTS			50,000	959,241	959,241	
Total	CAPITAL OUTLAY	14,965	168,000	50,000	959,241	959,241	470.98%
571	PRINCIPAL	237,197	336,474	342,304	382,304	382,304	13.62%
	2002 TIF BONDS (9/1/18)			258,304	258,304	258,304	
	2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE P	ROPERTY		44,000	44,000	44,000	
	TRIANGLE PROPERTY ADDITIONAL PRINCIPAL PAYDO			40,000	80,000	80,000	
572	INTEREST	69,375	113.024	99,926	99,926	99,926	-11.59%
	2002 TIF BONDS (9/1/18)	33,0.0	/۷-	48,267	48,267	48,267	
	2013 NON-ADVAL REV NOTE (7/1/2023) - TRIANGLE P	ROPERTY		51,659	51,659	51,659	
	AND HOLL HOME KEY HOLE (// 1/2023) - INDANGEE P	NOT ENTI		31,039	31,039	51,059	

Monday, October 06, 2014



A	ccount	2013 Audited	2014 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
107	1	COMMUNIT	Y REDEVEL	OPMENT			
11	17	CR	A				
Total	DEBT SERVICE	306,571	449,498	442,230	482,230	482,230	7.28%
582	AIDS TO PRIVATE ORGS	2,599	10,000	10,000	10,000	10,000	0.00%
Total	GRANTS AND AIDS	2,599	10,000	10,000	10,000	10,000	0.00%
591	INTRAGOVERNMENTAL TRANSFS	150,337	100,000	90,000	90,000	90,000	-10.00%
	TRANSFER TO GEN FUND ECONOMIC STRATEGIES DI	VISION		80,000	80,000	80,000	
	TRANSFER TO GEN FUND FOR AUDIT			10,000	10,000	10,000	
595	OTHER NONOPERATING USES	5,787	0	5,426	5,426	5,426	0.00%
	HEALTH SELF-INSURANCE RESERVE @ 15%			5,426	5,426	5,426	
Total	OTHER USES	156,124	100,000	95,426	95,426	95,426	-4.57%
Divisio	in CRA	942,500	1,252,421	1,181,187	2,115,538	2,115,538	124.46%
	FINANCIAL SERVICES			7,150	7,115	7,115	
	BUILDING MAINTENANCE			0	0	0	
	INFORMATION SERVICES			0	0	0	
	MANAGER			0	0	0	
	HUMAN RESOURCES			0	0	0	
	COMMISSION			1,010	1,060	1,060	
	CUSTOMER SERVICE			1,147	1,310	1,310	
	CITY CLERK			1,945	2,022	2,022	
	ECONOMIC STRAT			0	0	0	
	CITY ATTORNEY			24,356	24,358	24,358	
	VEHICLE MAINTENANCE			0	0	0	
	WS GENERAL GOV			0	0	0	
	Total Indirect Costs			35,608	35,865	35,865	
Divi	sion + Consolidated + Indirect Charges:			1,216,795	2,151,403	2,151,403	



Account	2013 Audited	2014 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
107	COMMUNIT	Y REDEVEL	OPMENT			
Dept CRA	942,500	1,252,421	1,181,187	2,115,538	2,115,538	68.92%



City of Stuart 2015 Fiscal Budget Personnel Sheet

1117 CRA

Class Title	Range/ Step	Current Salary	Prcnt	Range/ Step	Dept Req	Spec Pay	Pront	Range/ Step	Mgr Rec	Spec Pay	Prcnt	Range/ Step	Comm Adopt	Spec Pay
1040 DEVELOPMENT DIRECTOR	27 17	113,972.13	0.05 27	17	5,427	69	0.05 27	17	5,699	69	0.05 27	17	5,699	69
1055 CRA ADMINISTRATOR	23 9	73,288.77	1.00 23	9	73,289	1,380	1.00 23	9	73,289	1,380	1.00 23	9	73,289	1,380
2045 CRA PROGRAM MANAGER	15 9	49,601.52	1.00 15	9	49,602	1,020	1.00 15	9	49,602	1,020	1.00 15	9	49,602	1,020
3041 SENIOR PLANNER	19 8	58,856.61	0.50 19	8	29,428	1,200								
3041 SENIOR PLANNER VACANT POSITION							1.00 19	1	24,743	0	1.00 19	1	24,743	0
6020 EXEC ADMIN ASSISTANT	13 8	43,940.62	0.10 13	8	4,394	102	0.10 13	8	4,394	102	0.10 13	8	4,394	102
6045 DIVISION ASSISTANT	12 5	38,859.04	1.00 12	5	38,859	1,020	1.00 12	5	38,859	1,020	1.00 12	5	38,859	1,020
BUDGET PART-TIME			1.00	1	107,512	0	1.00		87,512	0	1.00		87,512	0
BUDGET OVERTIME			1.00		5,000	0	1.00		5,000	0	1.00		5,000	0
BUDGET MERIT			1.00		0	2,875	1.00		0	2,875	1.00		0	2,875
Tatal		Count		242	6				6				6	
Total				313,	511	7,666		289,0	J9/	6,466		289,0	97 (5,466



SELECTION CRITERIA: expledgr.key_orgn='1232' ACCOUNTING PERIOD: 13/17

SUNGARD PENTAMATION DATE: 03/21/2018 TIME: 15:21:21

CITY OF STUART, FL EXPENDITURE STATUS REPORT

2018 Budget

TOTAL REPORT	TOTAL GENERAL	TOTAL PUBLIC WORKS	TOTAL MICRO-TRANSIT OPERATION	1ST SUBTOTAL-560 CAPITAL OUTLAY 564 MACHINERY AND EQUIPMENT TOTAL CAPITAL OUTLAY	PUND-001 GENERAL DEPARTMENT-1180 PUBLIC WORKS ORDER-05 ORDER-05 OIVISION-1232 MIGRO-TRANSIT OPERATIONS ACCOUNT OTHER SALARIES AND WAGES 521 FICA TAXES 522 RETIREMENT CONTRIBUTIONS TOTAL PERSONAL SERVICES 1ST SUBTOTAL-530 OPERATING EXPENSES 544 OTHER SERVICES 545 OTHER SERVICES UTILITY SERVICES 546 REPAIR AND MAINTENANCE 547 OPERATING SUPPLIES 552 TOTAL OPERATING EXPENSES 555 TOTAL OPERATING EXPENSES 566 TOTAL OPERATING SERVICES 570 OPERATING SUPPLIES	SORTED BY: FUND, DEPARTMENT, ORDER, DIVISION, 1ST SUBTOTAL, ACCOUNT TOTALED ON: FUND, DEPARTMENT, DIVISION, 1ST SUBTOTAL PAGE BREAKS ON: FUND, DIVISION
147,746.04	147,746.04	147,746.04	147,746.04	.00	UDGET 120,238.66 9,204.32 9,204.32 9,499.18 136,882.16 8.83 475.06 554.28 7,552.69 245.16 2,027.86 10,863.88	ON,1ST SUBTOTAL,1 T SUBTOTAL
2,962.20	2,962.20	2,962.20	2,962.20	. 00	IST SUBTOTAL-510 PERSONAL SERVICES BUDGET EXPENDITURES 120,238.66 2,069.89 158.35 7,439.18 163.93 136,882.16 2,392.17 8.83 189.64 554.28 49.81 7,552.69 74.22 245.16 2,027.86 41.76 2,027.86 41.70 10,863.88 570.03	ACCOUNT
29,943.00	29,943.00	29,943.00	29,943.00	29,943.00 29,943.00	ENCUMBRANCES OUTSTANDING .00 .00 .00 .00 .00 .00 .00	
147,746.04	147,746.04	147,746.04	147,746.04	.00	YEAR TO DATE EXP 120,238.66 9,204.32 7,439.18 136,882.16 8.83 475.06 554.28 7,552.69 2,027.16 2,027.88	
-29,943.00	-29,943.00	-29,943.00	-29,943.00	-29,943.00 -29,943.00	AVAILABLE BALANCE .00 .00 .00 .00 .00 .00 .00	
120.27	120.27	120.27	120.27	. 00	AGE	



А	ccount	2016 Audited	2017 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
00:	1	GENE	RAL				
12	32	MICRO-TR	ANSIT OPE	RATIONS			
513	OTHER SALARIES AND WAGES	0	127,500	127,500	127,500	127,500	0.00%
	TRAM DRIVERS			127,500	127,500	127,500	
521	FICA TAXES	0	9,754	9,735	9,735	9,735	-0.19%
522	RETIREMENT CONTRIBUTIONS	0	9,588	9,588	10,098	10,098	5,32%
524	WORKERS' COMPENSATION	0	0	2,946	2,946	2,946	0.00%
	TRICO W/C INSURANCE			2,946	2,946	2,946	
Total	PERSONAL SERVICES	0	146,842	149,769	150,279	150,279	2,34%
534	OTHER SERVICES	0	200	0	0	0	-100.00%
541	COMMUNICATIONS SERVICES	0	250	350	350	350	40.00%
	PHONE SERVICE			100	100	100	100000
	WIRELESS SERVICE			250	250	250	
543	UTILITY SERVICES	0	750	750	750	750	0.00%
	ELECTRICITY			750	750	750	
545	INSURANCE	0	5,000	5,769	5,769	5,769	15.38%
	TRICO GENERAL LIABILITY INSURANCE		A3* 30000	5,769	5,769	5,769	
46	REPAIR AND MAINTENANCE	0	6,500	6,500	6,500	6,500	0.00%
	VM-REPAIR AND MAINTENANCE			6,500	6,500	6,500	
51	OFFICE SUPPLIES	0	0	400	400	400	0.00%
	OFFICE SUPPLIES			400	400	400	
52	OPERATING SUPPLIES	0	2,600	8,324	8,324	8,324	220.20%
	FUEL 2017 (211.75 TOTAL GALLONS @ \$2)			424	424	424	
	MONTHLY GPS MONITORING SYSTEM			5,000	5,000	5,000	
	UNIFORMS (12 EMPLOYEES)			2,900	2,900	2,900	
otal	OPERATING EXPENSES	0	15,300	22,093	22,093	22,093	44,40%
64	MACHINERY AND EQUIPMENT	0	36,000	41,000	0	0	-100.00%
	Grant REPLACEMENT TRAM MTS1 - FDOT GRANT` PWP00354-564			20,500	0	0	
	REPLACEMENT TRAM MTS1 PWP00354-564			20,500	0	0	
otal	CAPITAL OUTLAY	0	36,000	41,000	0	0	-100.00%
ivisio	n MICRO-TRANSIT OPERATIO	0	198,141	212,862	172,372	172,372	-13.01%
Divi	sion + Consolidated + Indirect Charges:			212,862	172,372	172,372	



2019 Budget

City of Stuart 2019 Fiscal Budget Estimated Appropriations

, A s	ccount	2017 Audited	2018 Current	Dept Request	Manager Recommend	Commission Adopt	% Change
001		GENE	RAL		- Te		
12	32	MICRO-TR	ANSIT OPE	RATIONS			
513	OTHER SALARIES AND WAGES	120,239	127,500	127,500	127,500	127,500	0.00%
	TRAM DRIVERS			127,500	127,500	127,500	
521	FICA TAXES	9,204	9,735	9,754	9,754	9,754	0.19%
522	RETIREMENT CONTRIBUTIONS	7,439	10,098	10,532	10,532	10,532	4.29%
524	WORKERS' COMPENSATION	0	2,946	3,179	3,179	3,179	7.91%
	TRICO W/C INSURANCE			3,179	3,179	3,179	
Total	PERSONAL SERVICES	136,882	150,279	150,964	150,964	150,964	0.46%
534	OTHER SERVICES	9	0	0	0	0	0.00%
541	COMMUNICATIONS SERVICES	475	350	1,000	1,000	1,000	185.71%
	PHONE SERVICE			100	100	100	
	VERIZON WIRELESS SERVICE			900	900	900	
543	UTILITY SERVICES	554	750	750	750	750	0.00%
	ELECTRICITY			750	750	750	
545	INSURANCE	0	5,769	6,226	6,226	6,226	7.92%
	TRICO GENERAL LIABILITY INSURANCE			6,226	6,226	6,226	
546	REPAIR AND MAINTENANCE	7,553	15,500	13,000	13,000	13,000	-16.13%
	VM-REPAIR AND MAINTENANCE			13,000	13,000	13,000	
547	PRINTING AND BINDING	245	0	0	0	0	0.00%
551	OFFICE SUPPLIES	0	400	400	400	400	0.00%
	OFFICE SUPPLIES			400	400	400	
552	OPERATING SUPPLIES	2,028	8,324	8,430	8,430	8,430	1.28%
	FUEL 2019 (211.75 TOTAL GALLONS @ \$2.50)			530	530	530	
	MONTHLY GPS MONITORING SYSTEM			5,000	5,000	5,000	
	UNIFORMS (12 EMPLOYEES)			2,900	2,900	2,900	
Total	OPERATING EXPENSES	10,864	31,093	29,806	29,806	29,806	-4.14%
564	MACHINERY AND EQUIPMENT	29,943	0	35,000	35,000	35,000	0.00%
New	Grant ! ' REPLACEMENT GAS DRIVEN TRAM (50% MATCHING)			17,500	17,500	17,500	
New	! REPLACEMENT GAS DRIVEN TRAM (50% MATCHING)			17,500	17,500	17,500	
Tota!	CAPITAL OUTLAY	29,943	0	35,000	35,000	35,000	0.00%
Divisio	n MICRO-TRANSIT OPERATIO	177,689	181,372	215,770	215,770	215,770	18.97%
Divi	sion + Consolidated + Indirect Charges:			215,770	215,770	215,770	

Friday, August 31, 2018 Page | 130







Tram Raw Data 2016

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Year	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2010	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2010	SOLOS	20102	SOLOS	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2010	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018



Event					Arts fest	Arts Fest						Halloween Event					
Total Day	55	81	117	155	642	370	86	71	55	99	137	427	210	51	88	99	39941
10:00pm			0	0	0						0	0					59
9:00pm			5	00	21						22	00					936
800pm	0	0	4	9	43		14	1	0	0	6	12		0	0	0	1199
7:00pm	5	11	5	11	41		12	2	00	13	22	10		00	13	9	2846
6:00pm	83	19	20	35	30		15	2	60	7	18	20	0	6	9	2	3601
5:00pm	9	10	25	31	35	0	12	6	7	89	21	15	12	7	15	83	4262
4:00pm	6	œ	00	12	56	65	6	6	2	1	15	35	20	2	17	5	3962
3:00pm	1	2	4	3	71	51	7	7	1	2	2	12	38	4	9	1	2165
2:00pm	1	0	60	7	65	35	60	00	2	33	5	26	42	ო	3	m	2713
1:00pm	00	9	5	00	75	45	1	00	4	e	2	45	39	4	4	9	3764
12:00pm	5	œ	7	6	20	42	2	7	9	2	4	55	35	2	9	2	4669
11:00am	9	5	9	7	28	42	m	3	4	9	5	70	10	5	7	9	4055
10:00am	2	1	00	4	62	35	2	4	5	4	2	64	6	4	2	9	2744
9:00am	1	4	7	60	45	55	4	9	5	2	3	25	5	 1	3	2	2156
&00am	6	7	5	9			3	2	3	2	4			2	4	8	810
Weekend/Weekday	Weekday	Weekday	Weekday	Weekday	Weekend	Weekend	Weekday	Weekday	Weekday	Weekday	Weekday	Weekend	Weekend	Weekday	Weekday	Weekday	
Date	October 16, 2018	October 17, 2018	October 18, 2018	October 19, 2018	October 20, 2018	October 21, 2018	October 22, 2018	October 23, 2018	October 24, 2018	October 25, 2018	October 26, 2018	October 27, 2018	October 28, 2018	October 29, 2018	October 30, 2018	October 31, 2018	
Day	16	17	18	19	20	21	22	23	24	25	56	27	28	59	30	31	
Month	October																
Year	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	2018	Total

