ThinkTransit
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Transit Development Plan

Major Update, 2022-2031

Adopted July 7, 2021

NELSON NYGAARD

vhb

TOOLE DESIGN

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List of Acronyms

ABQ RIDE – City of Albuquerque
ACS – American Community Survey
ADA – Americans with Disabilities Act
APCs – Automatic Passenger Counters
APR – Annual Progress Report
ARP – American Rescue Plan
ARPC – Apalachee Regional Planning Council
AV – Automated Vehicle
AV – Autonomous Vehicle
AVTA – Antelope Valley Transit Authority
BBT – Big Bend Transit
BEBR – Bureau of Economic and Business Research
BIPOC – Black, Indigenous and People of Color
BRT – Bus Rapid Transit
CAD – Computer Aided Dispatch
CARES – Coronavirus Aid, Relief, and Economic Security
CBD – Central Business District
Citibus – City of Lubbock
CNG – Compressed Natural Gas
COA – Comprehensive Operational Analysis
CRA – Community Redevelopment Agency
CRRSAA – Coronavirus Response and Relief Supplemental Appropriations Act of 2021
CRTPA – Capital Region Transport Planning Agency
CTC – Community Transport Coordinator
CTD – Commission for the Transportation Disadvantaged
CUTR – Center for Urban Transportation Research
Dial-A-Ride – Demand Response
DO – Directly Operated
DR – Demand Response
DSRC – Dedicated Short Range Communication
ERH – Emergency Ride Home
FAC – Florida Administrative Code
FAMU – Florida Agricultural & Mechanical University
FDOT – Florida Department of Transportation
FSU – Florida State University
FTA – Federal Transit Administration

FTIS – Florida Transit Information System
FY – Fiscal Year
FY20 – Fiscal Year 2020
GFS – Greater Frenchtown Southside
GPS – Global Positioning Satellite
H+T® - Housing and Transportation
IndyGo – Indianapolis and Marion County Public Transportation
ISO – International Standards Organization
LCB – Local Coordinating Board
LEHD – Longitudinal Employee Household Dynamics
Lextran – Lexington Transit Authority
LOS – Level of Service
LTD – Lane Transit District
MaaS – Mobility as a Service
MDTs – Mobile Data Terminals
MMTD – Multimodal Transportation District
MOT – Maintenance of Traffic
MOU – Memorandum of Understanding
MPO – Metropolitan Planning Organization
NTD – National Transit Database
NTI – National Transit Institute
O&M – Operations and Maintenance
OTP – On-time Performance
PIP – Public Involvement Plan
PLACE – Department of Planning, Land Management, and Community Enhancement
PPL – Priority Project List
PPP – Public Involvement Process Plan
PUD – Planned Unit Development
RTAP – National Rural Transit Assistance Program
RTD – Regional Transit District
RTS – Regional Transit System
RWD – Regional Workforce Board
STC – Southside Transit Center
SIS – Strategic Intermodal Systems
SOP – Standard Operating Procedure
SOV – Single-occupancy Vehicle
SporTran - City of Shreveport
STAR – Student Transportation for Academics Responsibility
StarTran – City of Lincoln
TAC – Transit Advisory Committee

TBEST – Transit Boarding Estimation and Simulation Tool
TCC – Tallahassee Community College
TCRP – Transit Cooperative Research Program
TD – Transportation Disadvantage
TDM – Transportation Demand Management
TDP – Transit Development Plan
TIP – Transit Improvement Program
TNC – Transportation Network Company
TPD – Tallahassee Police Department
TSI – Transportation Safety Institute
TSP – Transit Signal Priority
UiNTD – Urban Integrated National Transit Database
VA – Veteran's Affairs
VMT – Vehicle Miles Traveled

1 INTRODUCTION

StarMetro is the transit provider for the City of Tallahassee, Florida, operating fixed-route, demand-response (Dial-A-Ride), and flex services. While 2020 ridership was impacted by the COVID-19 pandemic, StarMetro provided over 3.48 million passenger trips in Fiscal Year (FY) 2019.

Tallahassee is the capital of Florida and the county seat for Leon County. Being home to approximately a quarter of a million residents, Tallahassee is an educational hub being home to Florida Agricultural & Mechanical University (FAMU), Florida State University (FSU), and Tallahassee Community College (TCC). Many residents depend on StarMetro to access employment and educational opportunities.

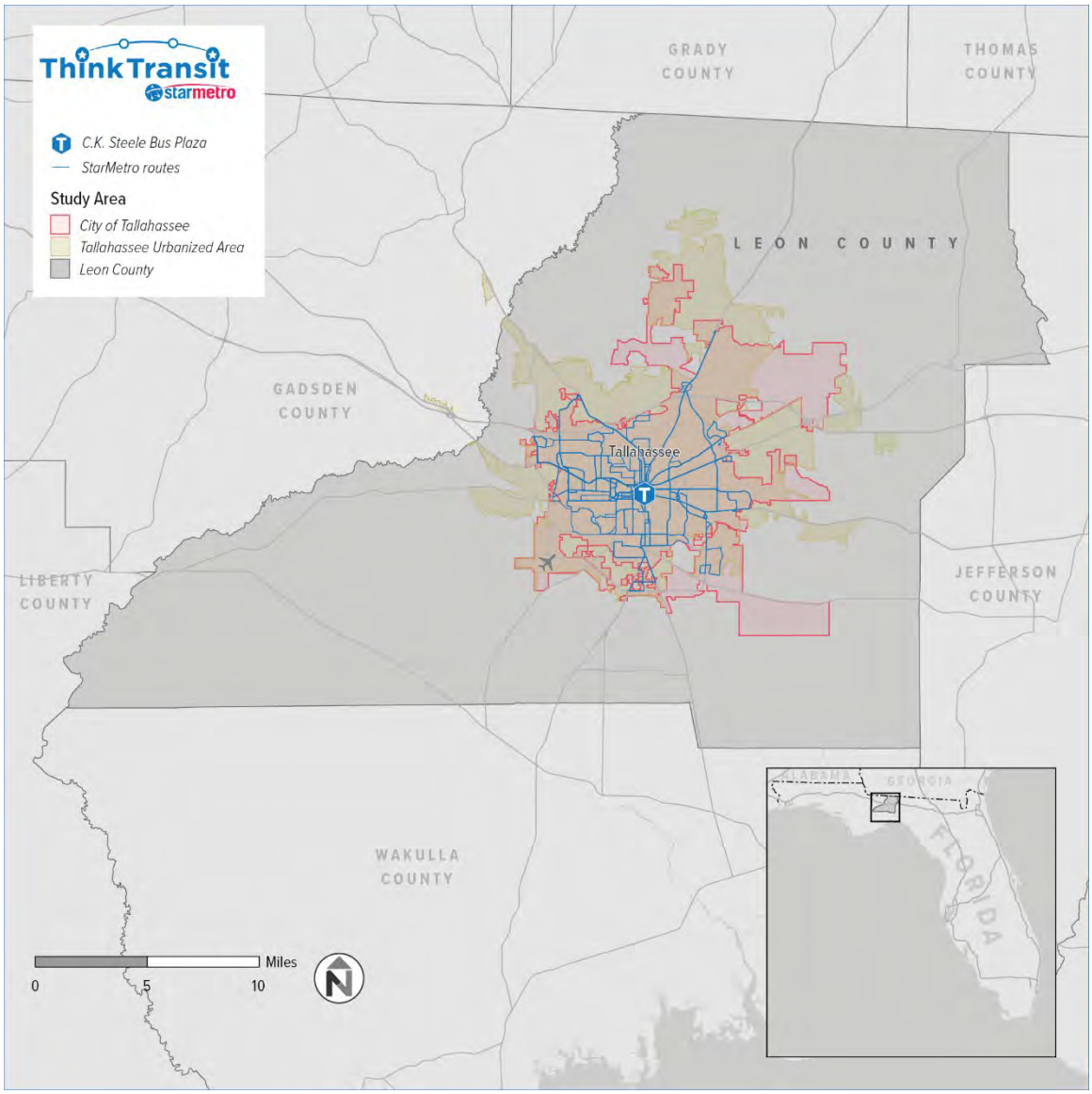
The Transit Development Plan (TDP) is a strategic planning document that outlines the direction of the agency for the next decade. Under Florida Administrative Code (FAC) Rule 14-73.001, a Major Update to the TDP is due every five years with Annual Updates submitted each year in between. StarMetro's 2022-2031 TDP Major Update is due September 1, 2021, and its approval by the Florida Department of Transportation (FDOT) is a condition of receiving state funding. The approved TDP is used to develop further planning and budgeting documents such as the FDOT's five-year work program, FDOT's Program and Resource Plan, and the Capital Region Transportation Planning Agency's (CRTPA), the local Metropolitan Planning Organization (MPO), Transportation Improvement Program (TIP).

Running parallel to the TDP, StarMetro is simultaneously undertaking a Comprehensive Operations Analysis (COA). Whereas the TDP focuses on improvements to all facets of the transit agency including operations, infrastructure, technology and policies, the COA focuses on improvements to services that make the agency more efficient and effective in its service delivery. The two efforts are running in tandem with each other and allow for efficiencies in data analysis and public outreach.

STUDY AREA

As shown in Figure 1-1, the study area for the TDP includes the incorporated City of Tallahassee as well as the Tallahassee Urbanized Area. Some transit services extend into unincorporated portions of Leon County so that is also included in the study area.

Figure 1-1 Study Area



REPORT ORGANIZATION

The TDP is broken down into eight chapters.

- Chapter 1 – The **Introduction** chapter provides the TDP checklist.
- Chapter 2 – The second chapter focuses on the **Baseline Conditions Analysis**, which include population, employment, socioeconomic characteristics, travel patterns, land use and activity centers, and public health.
- Chapter 3 – The **Existing Services and Performance Evaluation** chapter provides an overview of StarMetro's fixed route and demand response services as well as a peer and trend review.
- Chapter 4 – The **Goals and Objectives** chapter provides an overview of StarMetro's mission, vision, and goals.
- Chapter 5 – Completion of the TDP requires robust outreach activities. Those activities and a summary of the input received are documented in the **Public Involvement** chapter.
- Chapter 6 – The **Situation Appraisal** covers the impacts of land use, state and local transportation plans, other governmental actions and policies, socioeconomic trends, organizational issues, and technology on StarMetro. It also includes ridership projections.
- Chapter 7 – In Chapter 7 **Alternatives Evaluation**, the alternatives are defined and evaluated for implementation in the 10-year timeframe.
- Chapter 8 – The final chapter includes the 10-year phased **Implementation and Finance Plans** detailing costs and revenues for StarMetro.

TDP CHECKLIST

Per Florida State Statute, the TDP is required to include certain items. Figure 1-2 provides the FDOT TDP Checklist and the reference location for each item within the StarMetro TDP.

Figure 1-2 TDP Checklist

TDP Requirements	Location
Public Participation Process	
Obtained public involvement plan approval from FDOT at the initiation of the TDP development process	Approved February 9, 2021 Approved Revised PIP May 3, 2021
Solicited comments from the regional workforce board (RWD) and/or MPO	MPO: Project Management Meeting & Stakeholder Interview RWD: Stakeholder Interview
Advised FDOT, the regional workforce board, and the MPO of all TDP related public meetings	Emails sent to individuals at each agency

TDP Requirements	Location
Established time limits for receipt of comments	Deadlines were established for various activities
Situation Appraisal	
Considered comprehensive plan, land use/development forecasts, major changes in land use policies, or changes in land use for major activity centers	Chapter 6
Considered and consistent with state, regional and local transportation plans including goals, objectives	Chapter 4 & 6
Considered state, regional, and local actions in areas such as parking, development, transit supportive design guidelines, economic development, etc., that influence or are influenced by transportation	Chapter 6
Considered organization and technology issues as they impact public transit development	Chapter 6
Documents demand estimation for future transit ridership for various service options using TBEST or approved alternate ridership forecasting technique	Chapter 6
Documents performance analysis of existing service that typically includes peer and trend analysis using NTD data as well as various surveys conducted	Chapter 3
Vision, Mission, Goals and Objectives	
Documents Agency's mission and vision	Chapter 4
Documents Agency's goals and objectives	Chapter 4
Documents a monitoring program to assist the agency in achieving its goals and objectives	Chapter 4
Provides FDOT, decisionmakers, and the public an opportunity to review and comment	Presented at public meetings and through emails
Alternatives Development and Evaluation	
Documents development and evaluation of transit alternatives	Chapter 7
Provides FDOT, decisionmakers, and the public an opportunity to review and comment	Presented at public meetings and through emails

TDP Requirements	Location
Ten-Year Implementation Plan	
10-year program of strategies and policies	Chapter 8
Maps indicating areas to be served and types and levels of service	Chapter 8
Documentation of monitoring program to track performance	Chapter 8
10-year financial plan showing funding sources and expenditures of funds	Chapter 8
Implementation program showing projects and service initiatives over the TDP 10-year period	Chapter 8
Provided list of unfunded needs	Chapter 8
Provided FDOT, decisionmakers, and the public an opportunity to review and commitment	Presented at public meetings and through emails

Source: Florida Department of Transportation, *Transit Development Plan Reviewer's Guidebook Update*, 2018.

2 BASELINE CONDITIONS ANALYSIS

OVERVIEW

The baseline conditions analysis provides context for how StarMetro's current transit services meet existing and future needs in Tallahassee and Leon County. The following factors influence transit demand and can guide decisions on the type of transit needed in different areas of the city:

- **Population and Socioeconomic Characteristics** – Where people live, and the density of those areas, is the greatest indicator of potential transit demand since most trips start or end at home. Socioeconomic characteristics such as age, income, race, disability status, and vehicle availability are also tied to propensity for transit use.
- **Employment** – Commuting to work is the most common reason that people use transit, so analyzing where jobs are located, and the density of those jobs provides insights on where transit services are needed.
- **Travel Patterns** – Evaluating travel patterns for various modes provides insights on where people are currently travelling to and from, and how they are making that trip.
- **Land Use and Activity Centers** – Development patterns and transit ridership are connected. Transit is most convenient in areas with denser development and infrastructure that promotes pedestrian safety and connectivity. Major activity centers, such as universities and grocery stores, can also generate many transit trips due to the characteristics of the student population and workforce.
- **Public Health** – The majority of transit trips requires walking to and from a bus stop, resulting in additional physical activity among transit riders. The overall availability and use of transit services positively impacts the community's overall health.

In addition to these factors, future population and employment projections were analyzed. The information in this chapter provides a factual framework through which to review trends and identify opportunities for future transit services that will serve the city long-term.

Data Sources

The main data sources for this analysis include the U.S. Census American Community Survey (ACS) 2015-2019 5-Year Estimates, the U.S. Census Longitudinal Employer-Household Dynamics (LEHD), Tallahassee-Leon County GIS, and the CRTPA. For certain analyses, the project team also used data from other state and federal sources.

Key Findings

The baseline conditions analysis key findings are as follows:

- The locations in Tallahassee with the highest population density are near FSU, FAMU, TCC, Frenchtown, Griffin Heights, and South City. These areas also have the greatest proportion of residents who have low incomes, do not have access to private vehicles, and are people of color.
- Employment is concentrated along major corridors, such as Capital Circle NE between I-10 and Apalachee Parkway, on Apalachee Parkway towards downtown Tallahassee, and along Monroe Street. The major employers are in the education, government, and healthcare industries.
- Downtown/FSU, TCC, and healthcare facilities in the northeastern part of the city are major travel destinations.
- Tallahassee is primarily zoned for single family housing, though multifamily residences and other mixed uses are permitted along major corridors and around the universities. Future development is occurring near the edges of the Urban Service Area in the east.
- By 2030, the population and jobs in the Tallahassee Urbanized Area are expected to increase by 8% and 18%, respectively. This growth is anticipated to be dispersed throughout the region.

POPULATION AND TRANSIT NEED

The following section evaluates transit demand based on population density and a series of socioeconomic characteristics. These characteristics are also combined into a single Transit Needs Index, which shows the areas of the city with the greatest transit need.

Population Density

Population and population density are the most important factors in determining transit demand since most people start or end their trips at home. Fixed-route transit works best in denser areas because there are more potential riders clustered together with similar origins and destinations, and more people live within walking distance of bus stops. As shown in Figure 2-1, the Tallahassee Urbanized Area has approximately 2,010 people per square mile, which is significantly greater than the average population density in Florida (504 people per square mile). Since 2010, the population in Tallahassee has

grown by about six percent, which is a slower growth than the state average at 11 percent.

Figure 2-1 Population, Population Density, and Growth in Tallahassee, Leon County, and Florida

	Tallahassee Urbanized Area	Leon County	Florida
Total Population	254,261	289,770	20,901,636
Population per Sq Mile	2,010	458	504
Population Growth since 2010	5.8%	5.2%	11.2%

Source: US Census ACS 2019 5-Year Estimates, 2010 Decennial Census

Figure 2-2 shows how population is distributed throughout the urban area. Most of the population lives within Capital Circle, south of I-10. The areas with the greatest population density are around FSU, Frenchtown, and Griffin Heights, as well as relatively high population density around FAMU and South City. Generally, the current StarMetro fixed route system serves the medium to higher density areas of the city. Approximately 46% of the population in the Tallahassee Urbanized Area lives within a quarter mile walk of a bus stop.

Seasonal Population

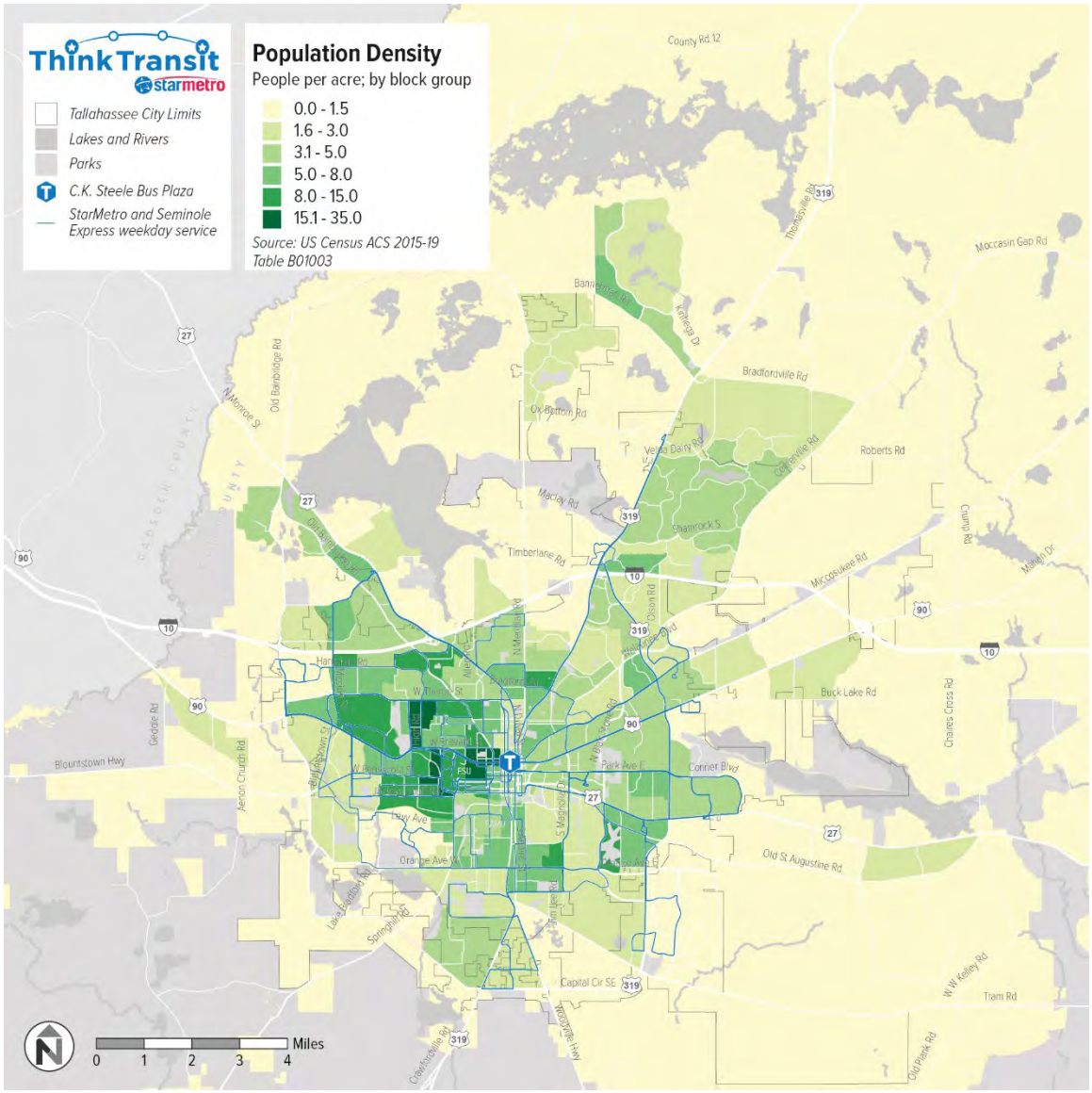
Though the analyses in this chapter focuses on average population across the whole year, it is important to note that Tallahassee has greater seasonal population fluctuations than other similarly sized cities, due to the following groups:

- **Students** – Tallahassee is home to FSU, FAMU, and TCC. Many students come from outside of the city, so student population is generally higher during the Fall and Winter semesters, with significant decreases over the Summer term. The population of people who work at these institutions also fluctuates similarly, but to a lesser extent.
- **Elected Officials and Staff** – As Florida's state capital, the Tallahassee urban area's population increases slightly when the legislature is in session, both due to the elected officials themselves and legislative staff. Session takes place either from January through March or March through May in alternating years. Committee meetings and other sessions are held outside of that timeframe, though with less impact on visitors and travel within Tallahassee than during the main session.

Out of these two groups, transit demand is especially tied to student population, as some students do not have cars or do not bring cars to campus. For the 2019-2020 School

Year, FSU had over 40,000 students enrolled for Fall and Spring semesters, and 25,000 for the Summer term.[1]

Figure 2-2 Population Density



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Income and Poverty

Income is a strong indicator of transit demand. People with low incomes are more likely to use transit services due to a higher probability of having less reliable access to a car,

[1] FSU Office of Institutional Research 2019-20 Fact Book

or to being more sensitive to the costs associated with car ownership and maintenance. Public transit can be a more affordable option than owning and operating a car. This analysis looks at incomes relative to the federal poverty thresholds and median household incomes.

Figure 2-3 lists the number of people in Tallahassee, Leon County, and Florida with incomes below 150% of the 2019 federal poverty thresholds; this is equal to an annual income of $18,735 for an individual and $38,625 for a family of four.

Figure 2-3 Income and Poverty Level in Tallahassee, Leon County, and Florida

	Tallahassee Urbanized Area	Leon County	Florida
Total Population	254,261	289,770	20,901,636
Percent with Incomes <150% of Poverty Level	29.2%	27.4%	23.4%
Median Household Income	$51,566	$53,106	$55,660

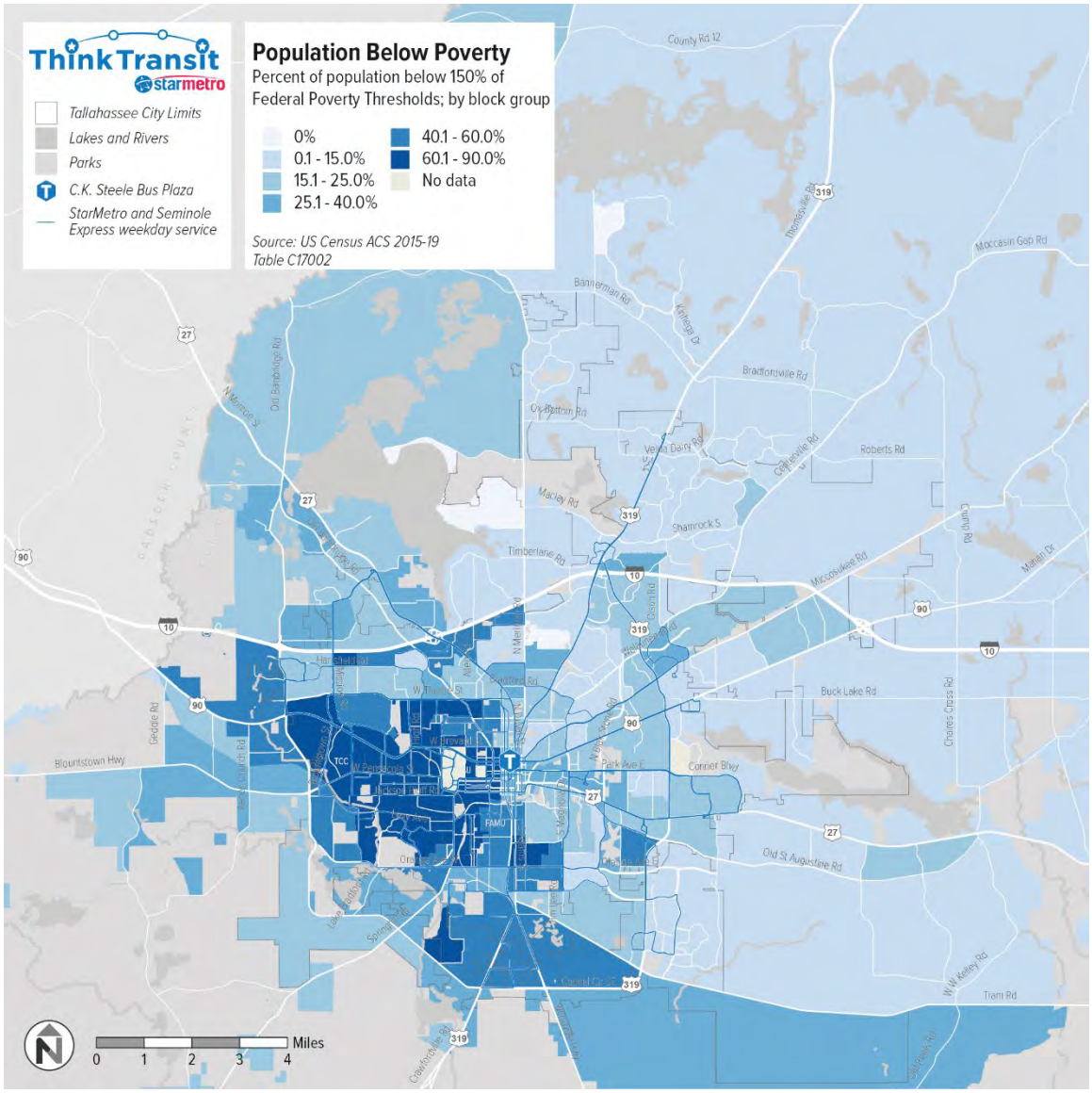
Source: US Census ACS 2019 5-Year Estimates

Approximately 29 percent of the Tallahassee Urbanized Area residents fall under this categorization, which is a higher proportion than the Florida average. The median household income for the urban area is $51,566, which is lower than the Florida average of $55,660.

As shown in Figure 2-4, the neighborhoods in the western half of the city have high rates of people living under 150% of the poverty line. Over 60% of the residents in the area between Frenchtown, FSU, FAMU, and TCC have low incomes. These areas are also home to many college students, who may not have jobs that are full time and/or pay high wages.

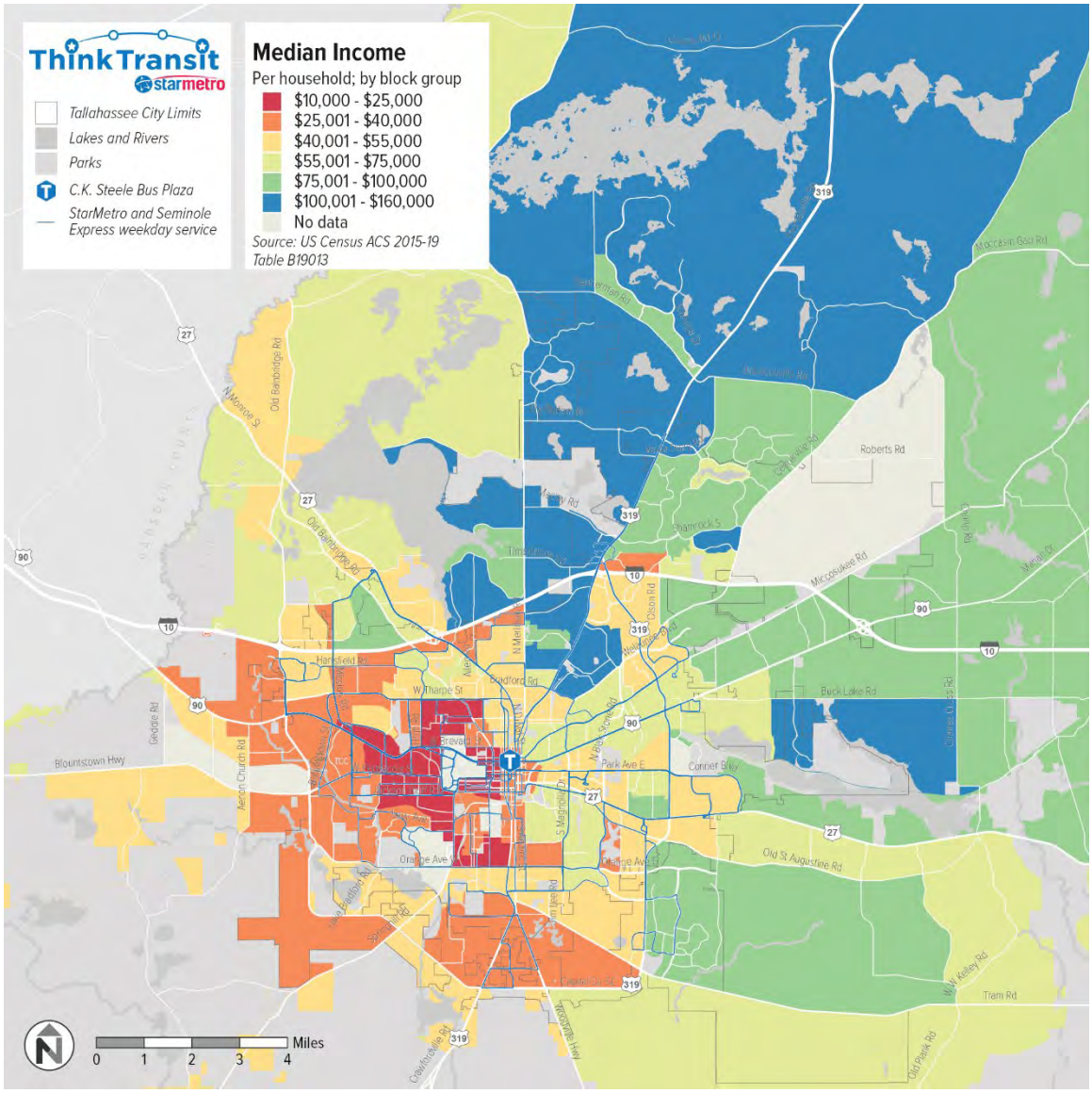
Conversely, the neighborhoods in the east side of Tallahassee have the greatest median household incomes (Figure 2-5). The highest median incomes are around Betton Hills and Waverly Hills, north of I-10, and east of US 319 (Capital Circle).

Figure 2-4 Population Below Poverty



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Figure 2-5 Median Household Income



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

AGE

Age is another factor that is correlated with transit usage. Youth under 18 rely on transit more than the general population, as they may not be able to drive or have access to a private vehicle. Older adults, 65 years of age and over, are more likely to not be able to operate or own a private vehicle as well. In addition, the population over 65 years of age is the fastest growing age group in Florida between 2020 and 2030[2]. For both youth and older adults, access to public transit can be a tool for independence, enabling them to get to where they need and want to go without relying on others to drive them.

As shown in Figure 2-6, approximately 18 percent of Tallahassee's Urbanized Area population is under 18, and approximately 12 percent are 65 or over. In comparison, Florida on average has a slightly greater proportion of youth and almost double the proportion of older adults than the Tallahassee Urbanized Area.

Figure 2-6 Age Distribution in Tallahassee, Leon County, and Florida

	Tallahassee Urbanized Area	Leon County	Florida
Total Population	254,261	289,770	20,901,636
Percent Age Under 18	18.4%	18.7%	20.0%
Percent Age 65 and Greater	12.1%	12.9%	20.1%

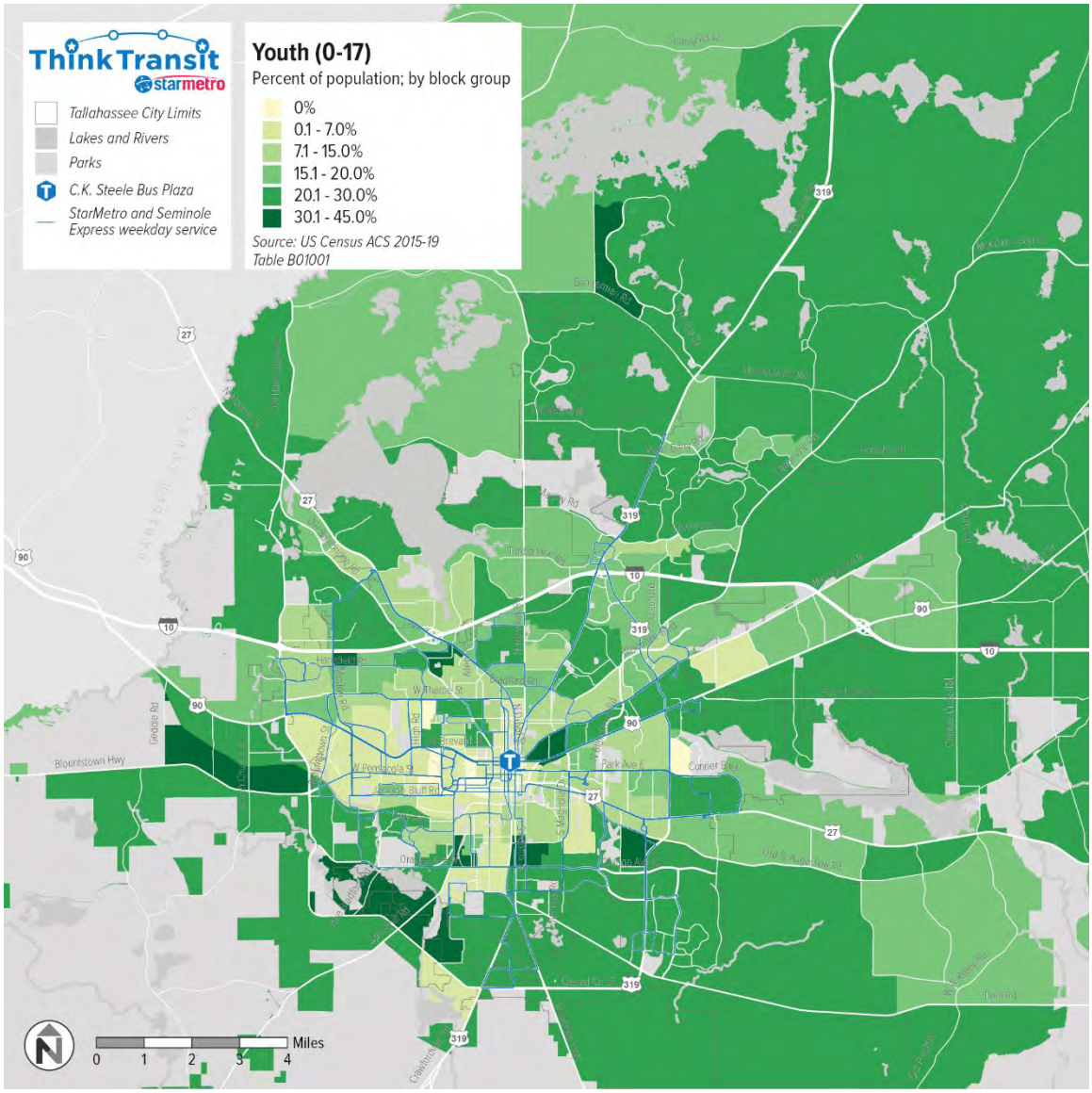
Source: US Census ACS 2019 5-Year Estimates

Figure 2-7 and Figure 2-8 shows the distribution of youth and older adults, respectively, across the region. Youth under 18 years of age make up a greater proportion of the population in neighborhoods farther from downtown, as well as in Old Town, South City, Frenchtown, and Griffin Heights. The proportion of youths is the lowest in the areas immediately surrounding FSU, FAMU, and TCC.

Older adults make up a greater proportion of the population in the northern half of the Tallahassee Urbanized Area. Older adults represent over 30 percent of the population in parts of Griffin Heights, Waverly Heights, Lake Jackson, and Bobbin Brook.

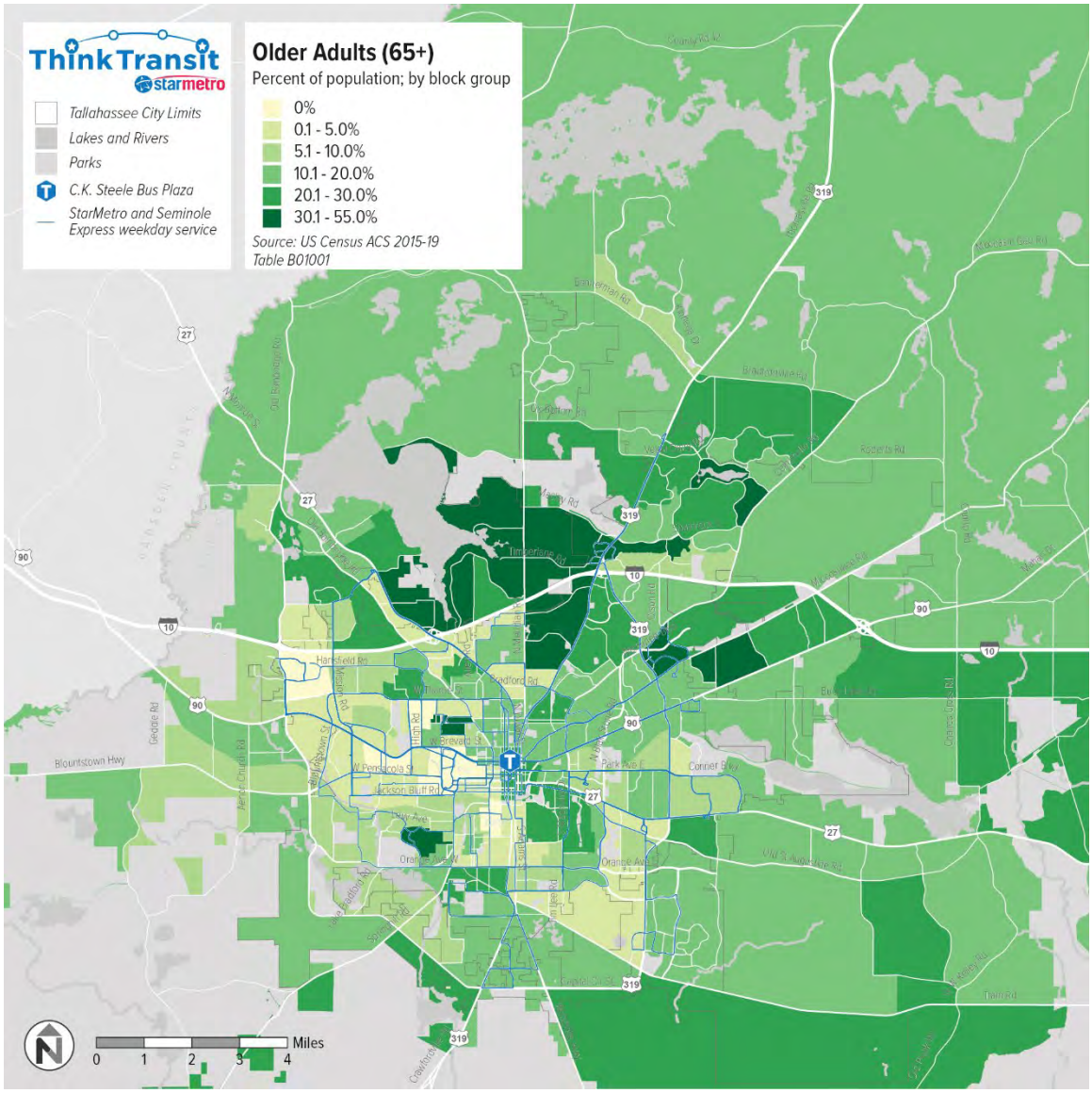
[2] University of Florida Bureau of Economic and Business Research Population Projections by Age, Sex, Race, and Hispanic Origin for Florida and Its Counties, 2020–2045

Figure 2-7 Youth Population



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Figure 2-8 Older Adult Population



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Race

People of color are generally more likely to use transit than the white population. This is due to historic and current underinvestment and harmful practices—such as lack of generational wealth, challenges in building credit to get car or home loans, and greater likelihood of living in urban cores—that lead to lower incomes and car ownership levels for communities of color. The population of Tallahassee, like the rest of Florida, is just over half white (Figure 2-9). The Black population, however, is about double the Florida average at 32 percent. There are also sizeable Hispanic/Latino and Asian populations, though a smaller proportion of Hispanic/Latino than the Florida average. It is also important to note that the neighboring Gadsden County is Florida's only majority Black county, and slightly less than half of Gadsden County residents work in Leon County.

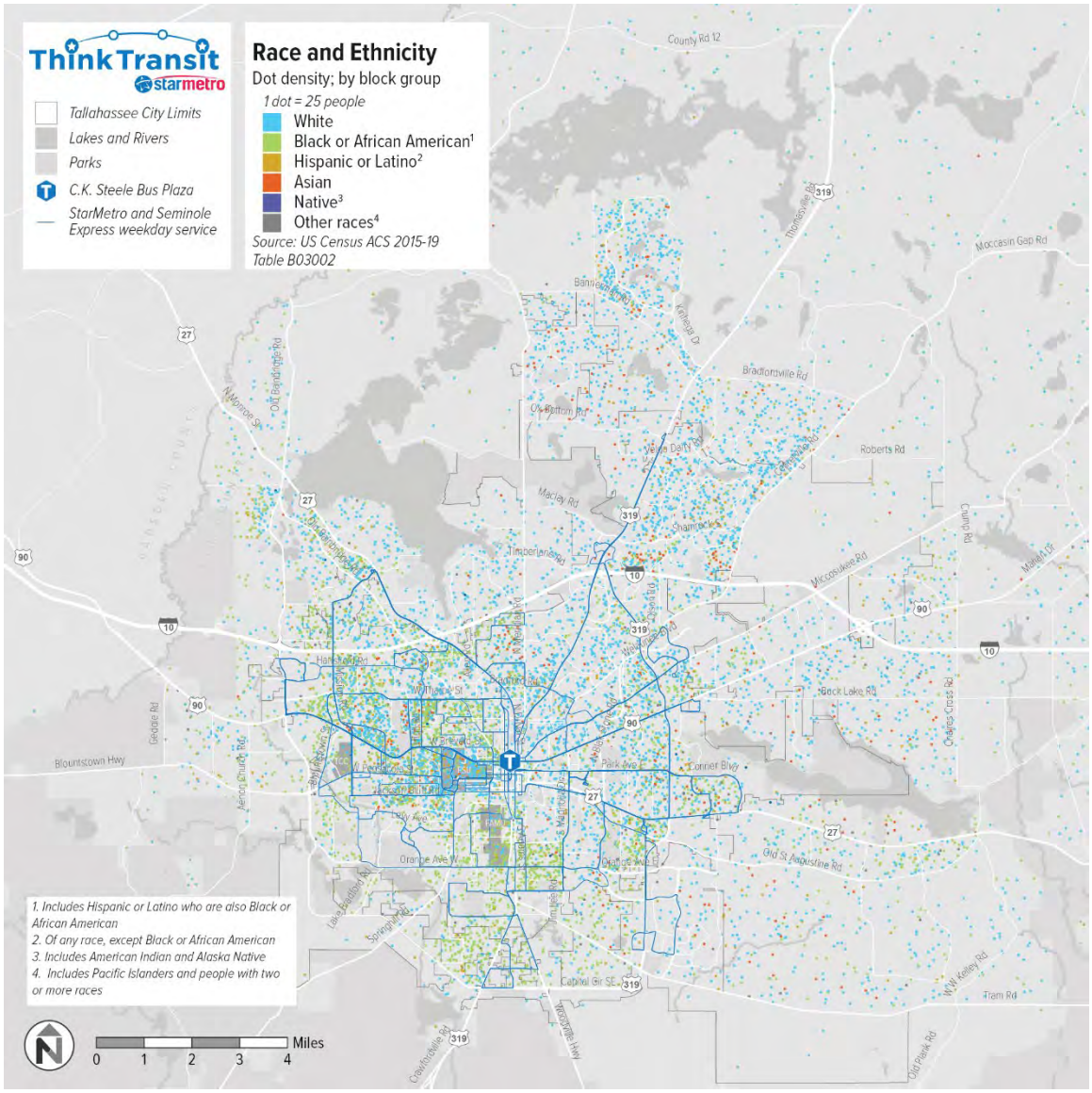
Figure 2-9 Race and Ethnicity in Tallahassee, Leon County, and Florida

	Tallahassee Urbanized Area	Leon County	Florida
Total Population	254,261	289,770	20,901,636
Percent White	54.6%	56.5%	53.9%
Percent Black	32.4%	30.9%	16.1%
Percent Hispanic/Latino	6.0%	6.1%	24.8%
Percent Asian	3.9%	3.5%	2.7%
Percent Indigenous	0.1%	0.2%	0.3%
Percent Multiple or Other Race	2.9%	2.8%	2.3%

Source: US Census ACS 2019 5-Year Estimates

Different communities of color are not distributed evenly throughout the region. As shown in Figure 2-10, the Black population is concentrated densely in Frenchtown, South City, Oak Ridge, and the area around Hilaman Park Golf Course. The white population is less concentrated and makes up the majority of residents north of I-10. Asian and Hispanic/Latino residents live throughout the region but are more concentrated around FSU and in Griffin Heights.

Figure 2-10 Population by Race and Ethnicity



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Vehicle Availability

The number of private vehicles available to each household is directly tied to transit usage, since if people do not own a car, they must walk, bike, get picked up by someone else, or take transit to get to their jobs, schools, shopping, recreation, and other services. Figure 2-11 shows that just over 6% of residents in the Tallahassee Urbanized Area, as well as the rest of Florida, do not have access to a car.

Figure 2-11 Vehicle Availability in Tallahassee, Leon County, and Florida

	Tallahassee Urbanized Area	Leon County	Florida
Total Housing Units	100,102	113,658	7,736,311
Percent No Vehicles Available	6.7%	6.2%	6.3%

Source: US Census ACS 2019 5-Year Estimates

Though the vast majority of households have at least one personal vehicle, over 20% of households in parts of South City, Bond, around TCC, and Frenchtown do not have access to any vehicles (Figure 2-13). Additionally, since these areas have high student populations, there may be many more residents without access to a vehicle than shown through this Census ACS data. Student housing is considered as "Group Quarters" by the Census, rather than "Households," and the vehicle availability is determined by households.

Disability Status

Presence of a disability is generally associated with higher transit usage of fixed route and/or paratransit services. In Tallahassee, approximately 10 percent of the population indicates the presence of a disability, a rate slightly lower than that of Florida as a whole (Figure 2-12).

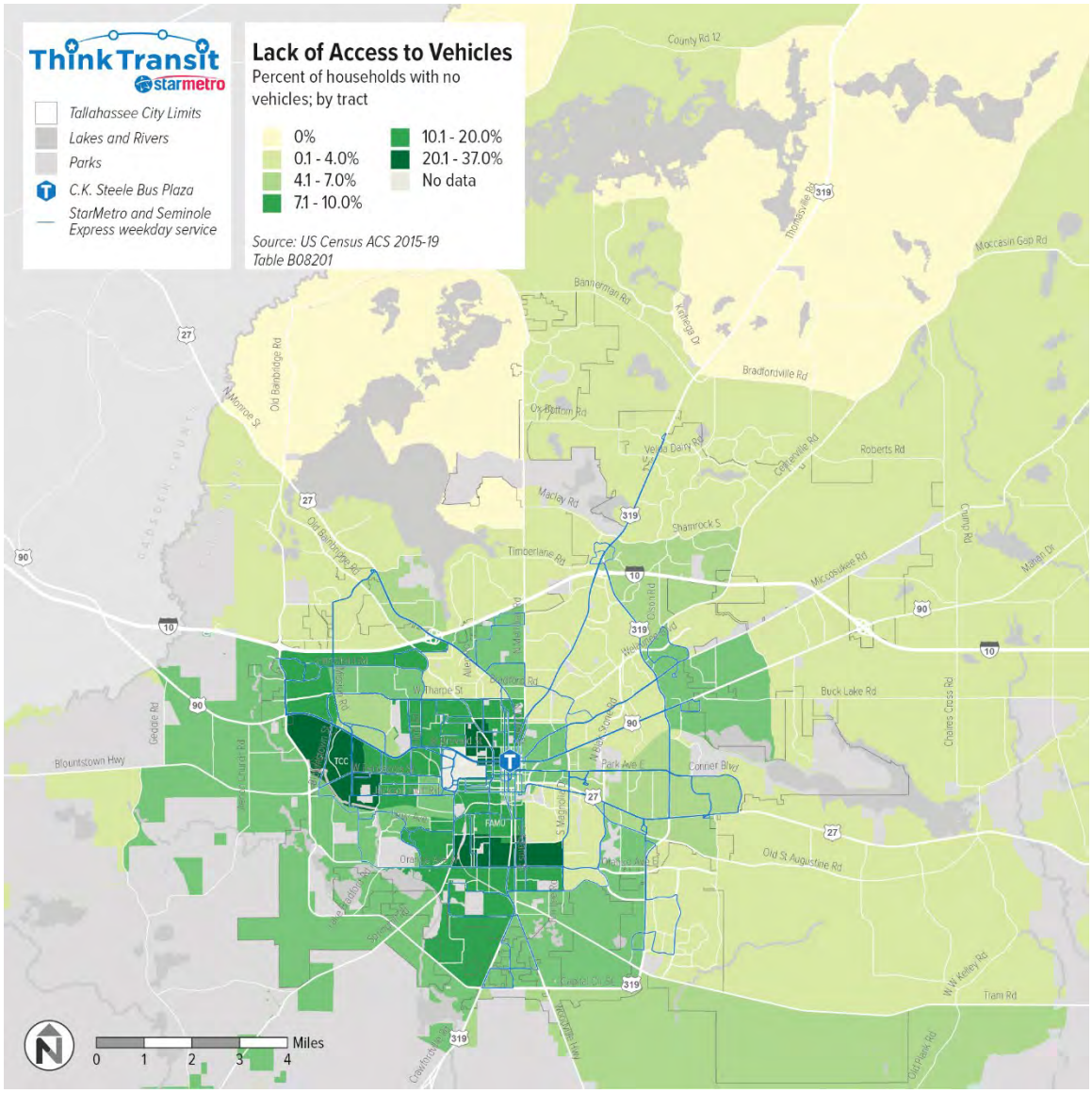
Figure 2-12 Disability Characteristics in Tallahassee, Leon County, and Florida

	Tallahassee Urbanized Area	Leon County	Florida
Total Population	254,261	289,770	20,901,636
Percent with a Disability	10.5%	11.2%	13.4%

Source: US Census ACS 2019 5-Year Estimates

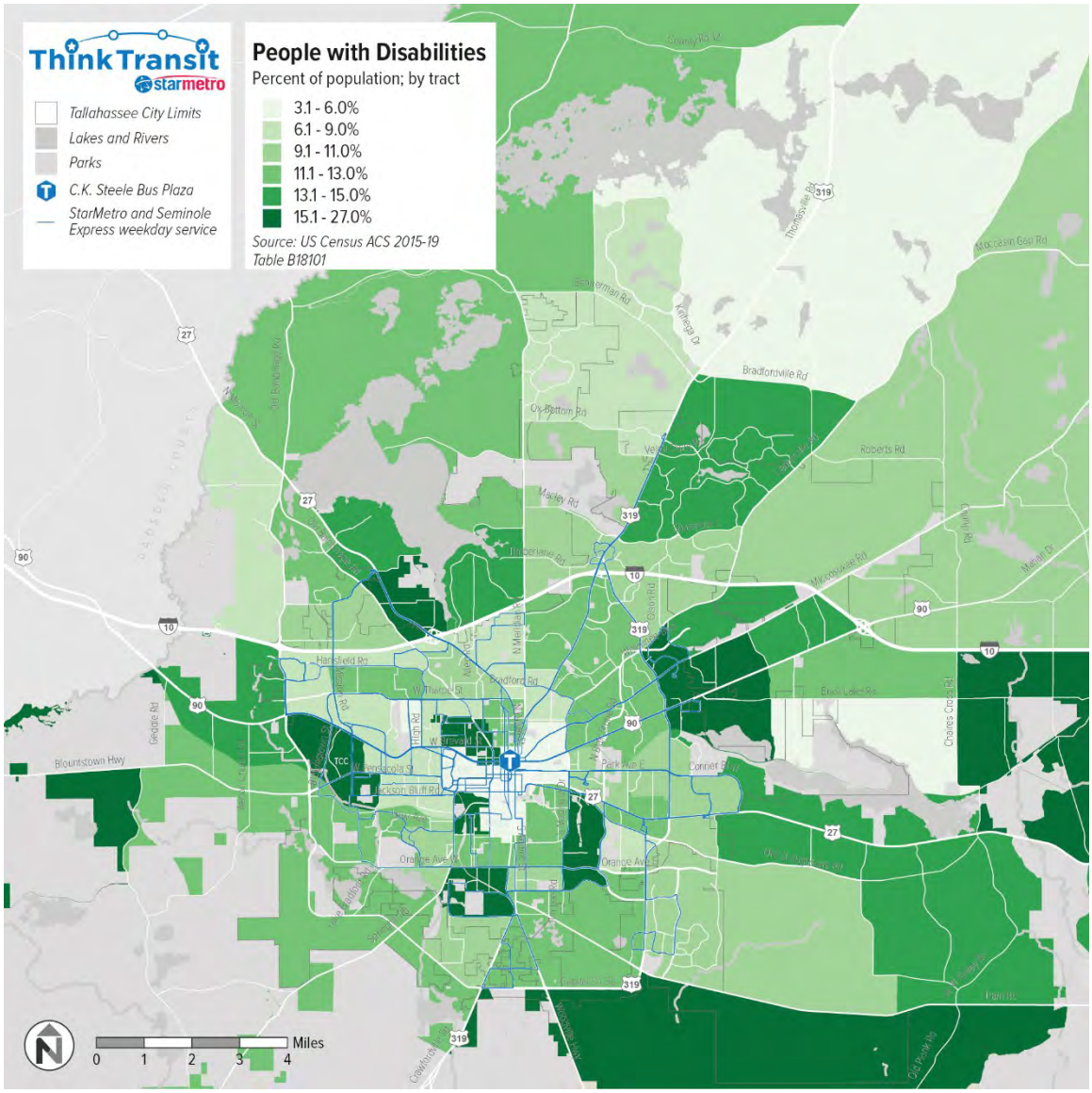
As shown in Figure 2-14, people indicating the presence of a disability make up a relatively high proportion of the population south of Lake Jackson, in Frenchtown, near TCC, in Indianhead-Lehigh, in Jake Gaither, and outside of Capital Circle along Mahan Drive.

Figure 2-13 Households with No Vehicles Available



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Figure 2-14 Population with Disabilities



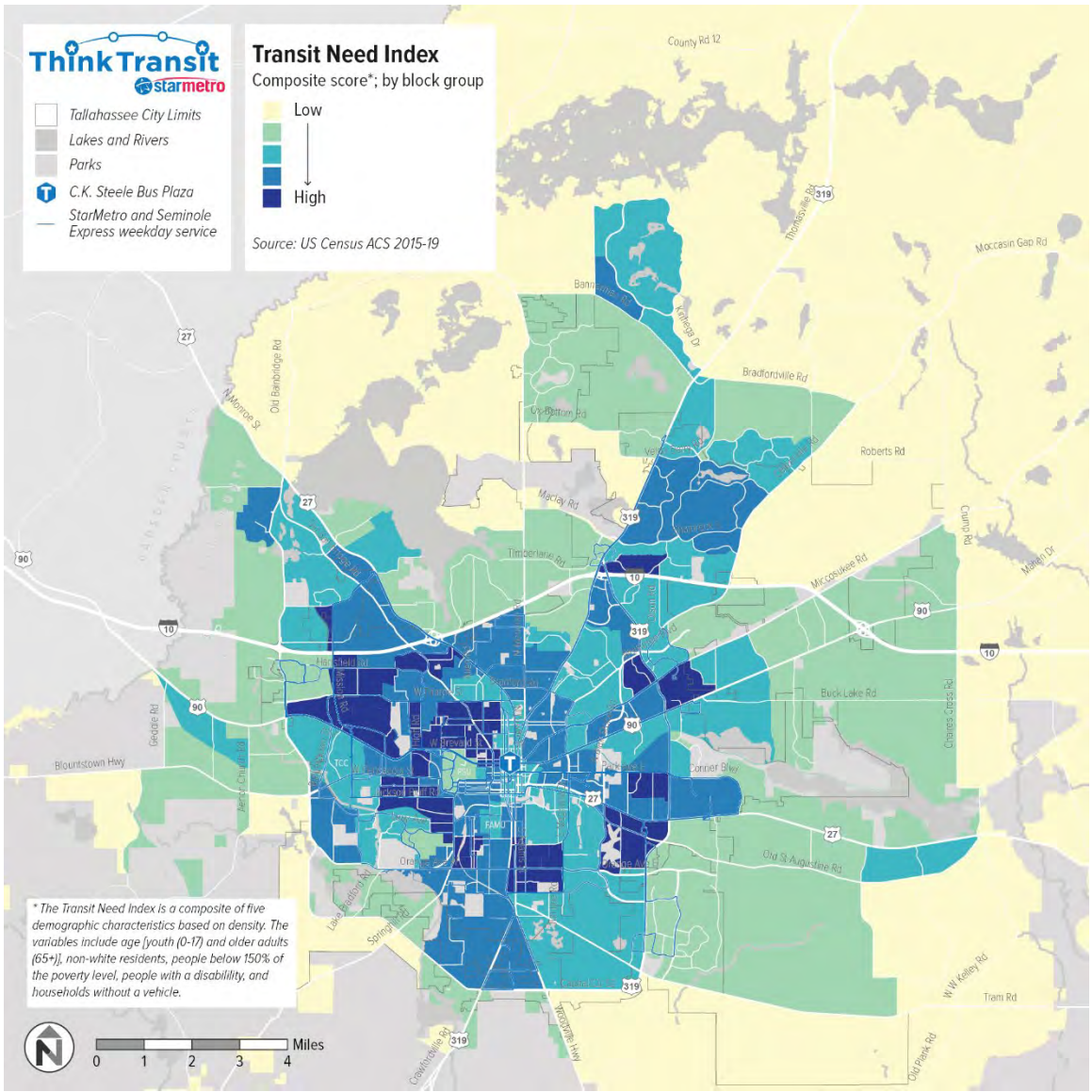
Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Transit Need Index

The Transit Need Index, calculated at a Census block group level, is a composite score based on the density of people with incomes below 150% of the federal poverty thresholds, youth and older adults, people of color, households without vehicle access, and people indicating the presence of a disability. Each block group is scored a value of 1 to 5 for each socioeconomic characteristic, and the total score is summed together.

As shown in Figure 2-15, the areas with the greatest Transit Need Index include South City, Frenchtown, Griffin Heights, San Luis, and Providence, as well as other pockets on the eastern half of town where apartment complexes are located.

Figure 2-15 Transit Need Index



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

EMPLOYMENT

Travelling to work is one of the primary reasons people ride transit, and workplaces represent static destinations that people make regular trips to almost every day. This section explores employment density, employment status, and major employers.

Employment Density

Understanding the scale and distribution of jobs is critical to understanding transit demand, as work trips are frequent and predictable trip patterns. As a part of the Connections 2045 Regional Mobility Plan project, CRTPA estimated that there were approximately 151,000 jobs in the Tallahassee Urbanized Area in 2015.

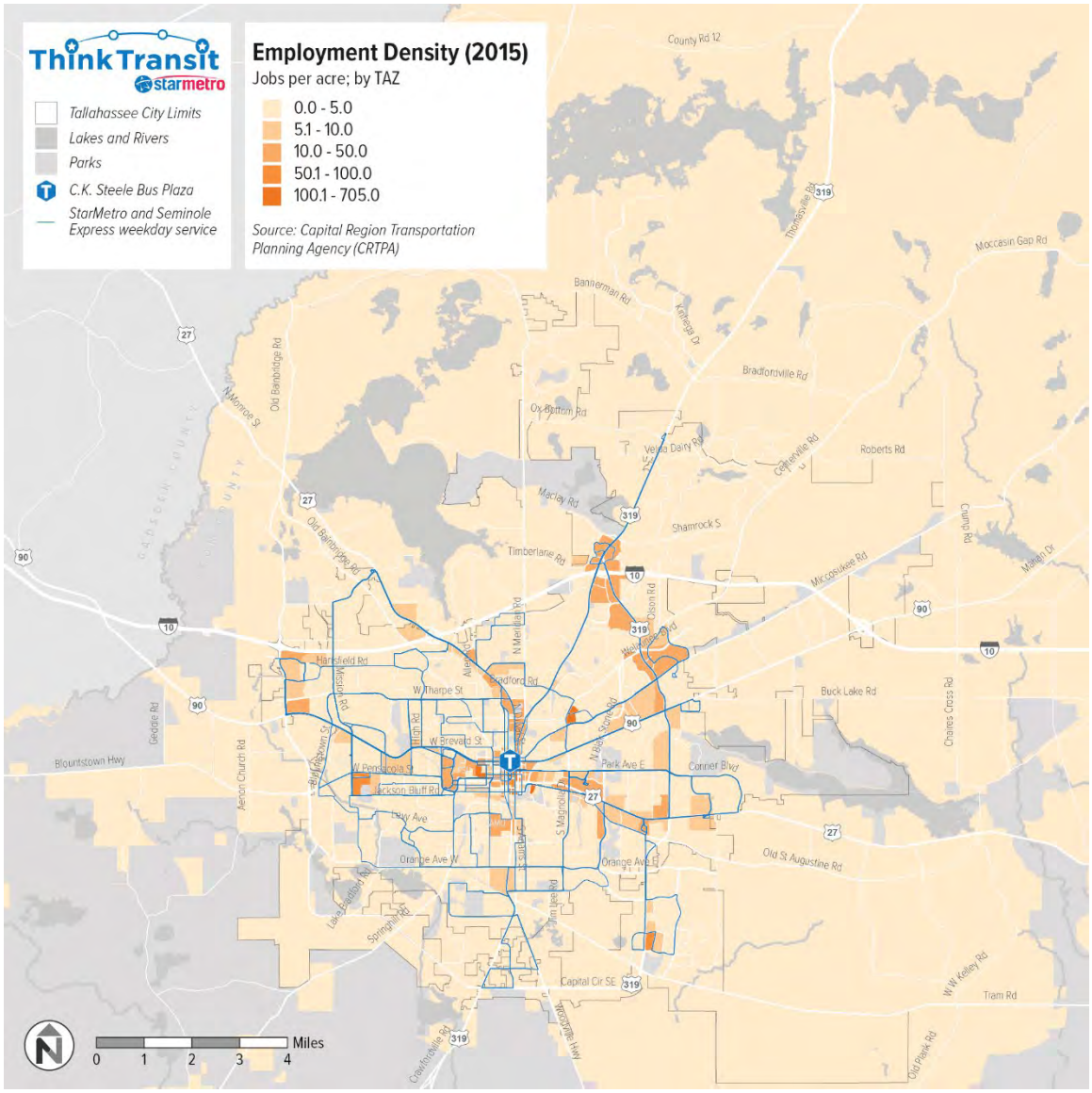
As shown in Figure 2-16, these jobs are concentrated near FSU, FAMU, and TCC and along major corridors such as Capital Circle NE between I-10 and Apalachee Parkway, along Apalachee Parkway from downtown to Capital Circle, and along Monroe Street from downtown to I-10. Approximately 73% of jobs in the Tallahassee Urbanized Area are located within a quarter mile walk of a bus stop.

Employment Status

Public transit is also an economic development tool, in that transit services can help people reach new job opportunities. Improving bus service in areas with high unemployment can help people improve their livelihoods despite lack of access to a personal vehicle. According to the U.S. Census American Community Survey 2019 5-Year Estimates, the unemployment rate in the Tallahassee Urbanized Area is approximately 7.3%, which is higher than the statewide average of 5.6%.

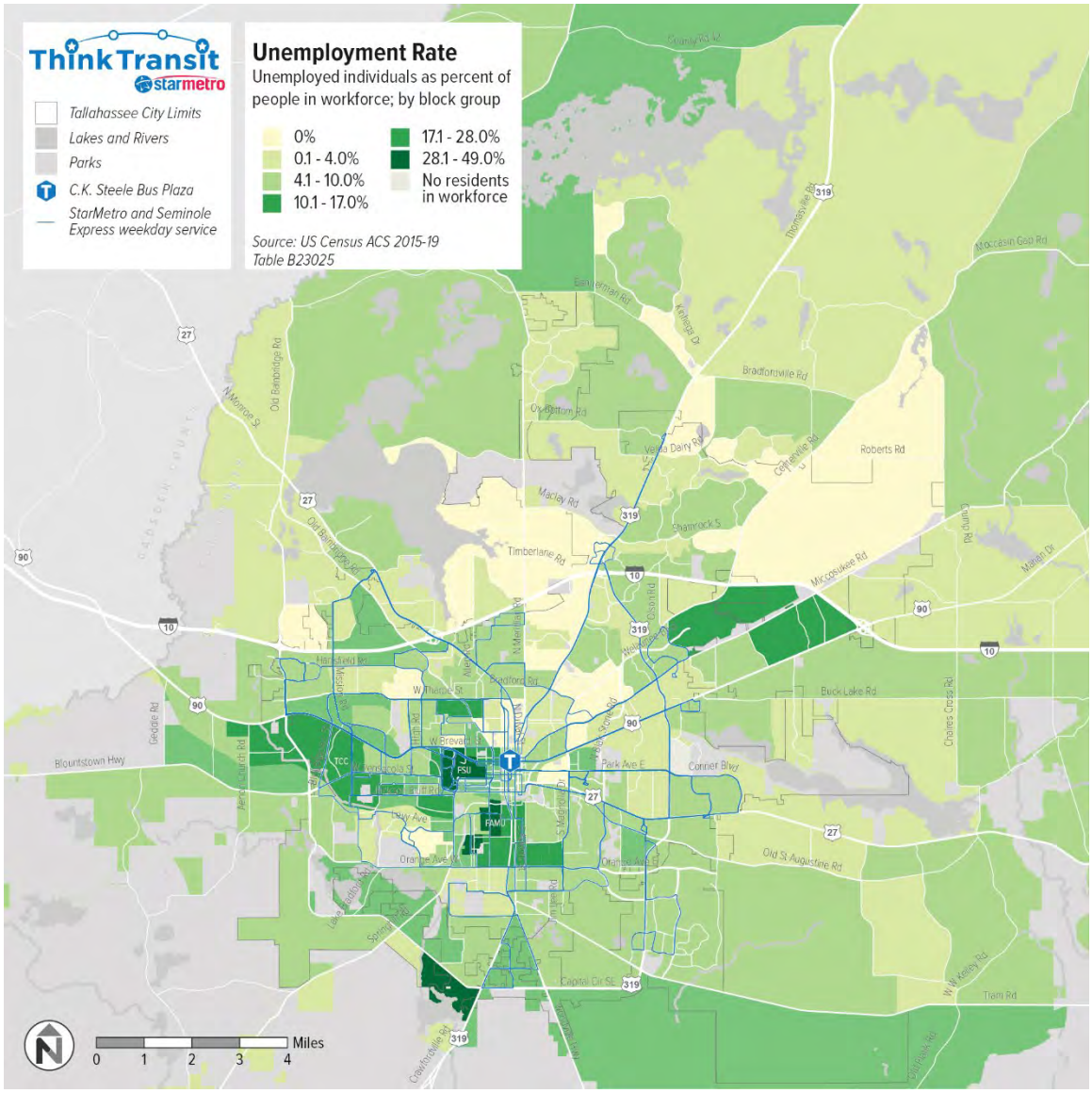
Figure 2-17 shows that high unemployment is concentrated near FSU and FAMU, potentially due to the high proportion of students living near there. There is also high unemployment near the intersection of Capital Circle SW and Crawfordville Road.

Figure 2-16 Employment Density



Source: Capital Region Transportation Planning Agency 2015, Tallahassee-Leon County GIS, StarMetro

Figure 2-17 Unemployment Levels



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Major Employers

Workplaces with many employees are major trip generators, since they are locations that many people travel to consistently. StarMetro can partner with many of these major employers to support employer-based Transportation Demand Management (TDM) programs to activate this potential ridership base.

The top employers in Tallahassee are in education, government, and healthcare. The top three employers are FSU, the State of Florida, and Tallahassee Memorial Health Care (Figure 2-18).

Figure 2-18 Top 10 Employers in Tallahassee

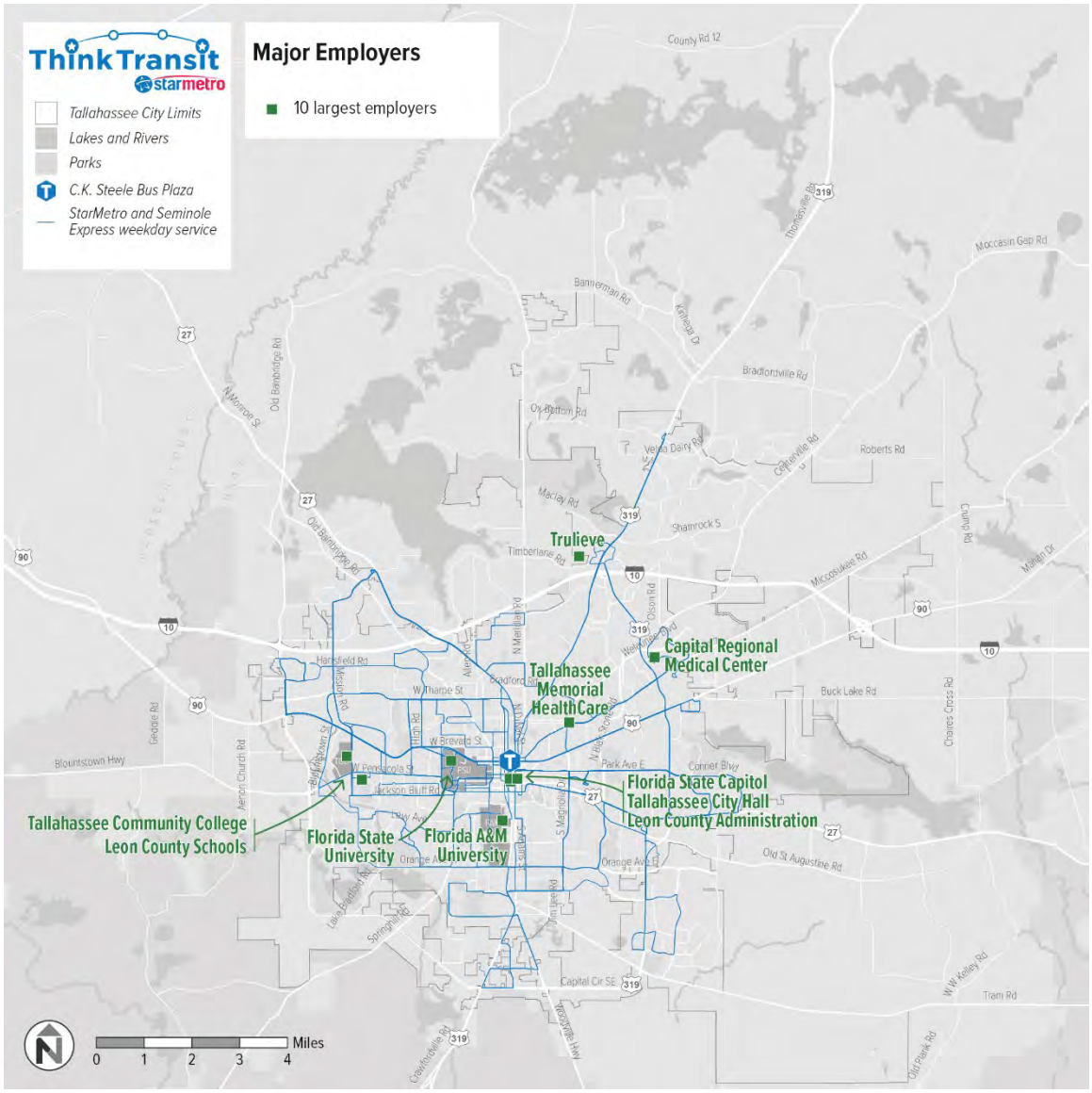
Employer	Industry	Size (# of employees)
Florida State University	Education	5,000+
State of Florida	Government	5,000+
Tallahassee Memorial Healthcare, Inc.	Healthcare	5,000+
City of Tallahassee	Government	2,000 to 4,999
Florida A&M University	Education	2,000 to 4,999
Leon County Schools	Education	2,000 to 4,999
Capital Regional Medical Center	Healthcare	1,000 to 1,999
Leon County	Government	1,000 to 1,999
Tallahassee Community College	Education	1,000 to 1,999
Trulieve	Agriculture*	1,000 to 1,999

* While Trulieve's headquarters are located in Tallahassee, jobs directly supporting its agricultural operations are located elsewhere.

Source: Tallahassee Office of Economic Vitality

Figure 2-19 shows the distribution of major employers across the city. The government buildings are concentrated downtown, the educational institutions are in the southwest quadrant of the city (though close to downtown), and the healthcare and agriculture employers are in the northeast quadrant of the city. The top ten employers are currently all serviced by the StarMetro fixed route network.

Figure 2-19 Major Employers



Source: Tallahassee Office of Economic Vitality, Tallahassee-Leon County GIS, StarMetro

TRAVEL PATTERNS

Travel patterns showcase how people currently travel, from which origin to which destination, on what mode, and at what time. This section also covers the pedestrian and bicycle networks in Tallahassee.

Travel Flows

Analyzing the travel flows between origins and destinations regardless of transportation mode can help show if the current transit system can take people where they need and want to go.

Figure 2-20 shows the daily travel between residences and workplaces. The largest node is downtown with travel flows coming in from all residential areas in the region. In particular, travel from the northeastern part of Tallahassee and Leon County into downtown represents the most active travel pattern. There are also large flows to TCC and to the area northeast of downtown with hospitals and healthcare facilities.

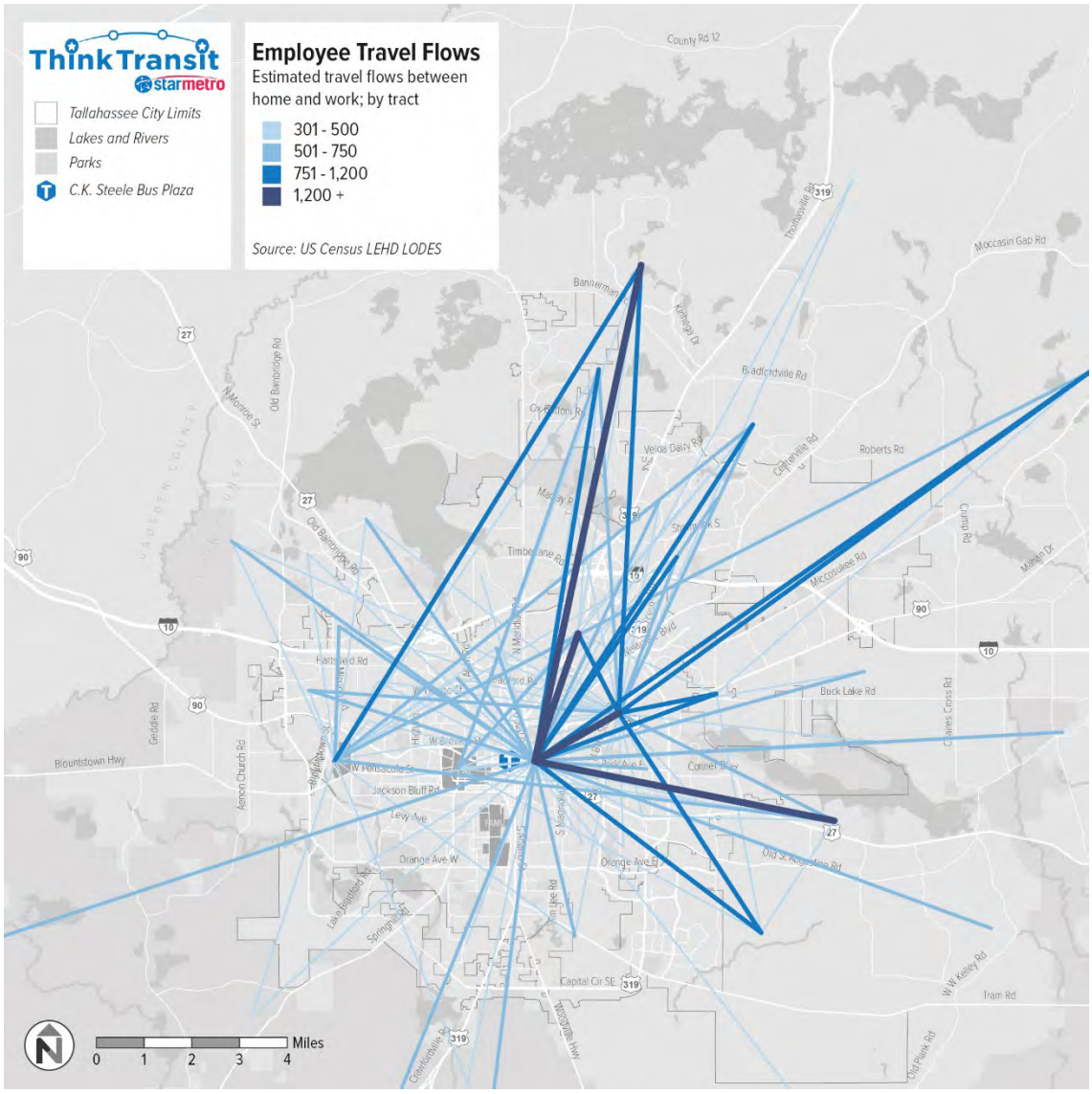
Travel to Work Patterns

Looking at how people travel to work can provide insight on the level of transit usage in Tallahassee and the ability of that transit service to meet travel needs. Approximately 2% of people in the Tallahassee Urbanized Area use transit to get to work, while approximately 80% of people drive alone. Figure 2-21 shows that transit mode share is highest near FSU, FAMU, and TCC and in South City, Oak Ridge, and the surrounding areas.

In the Tallahassee Urbanized Area, the average travel time to work is 20 minutes. However, this travel time ranges based on home location. As shown in Figure 2-22, most of the neighborhoods south of I-10 and within the Capital Circle have commute times under 20 minutes, except for parts of South City, Oak Ridge, Holly Hills, and Waverly Hills. However, travel time on transit is significantly greater than the average travel time regardless of mode. Transit travel time is not available at the block group level for all block groups, but across the whole UZA, average transit travel time is approximately 45 minutes from home to work locations.

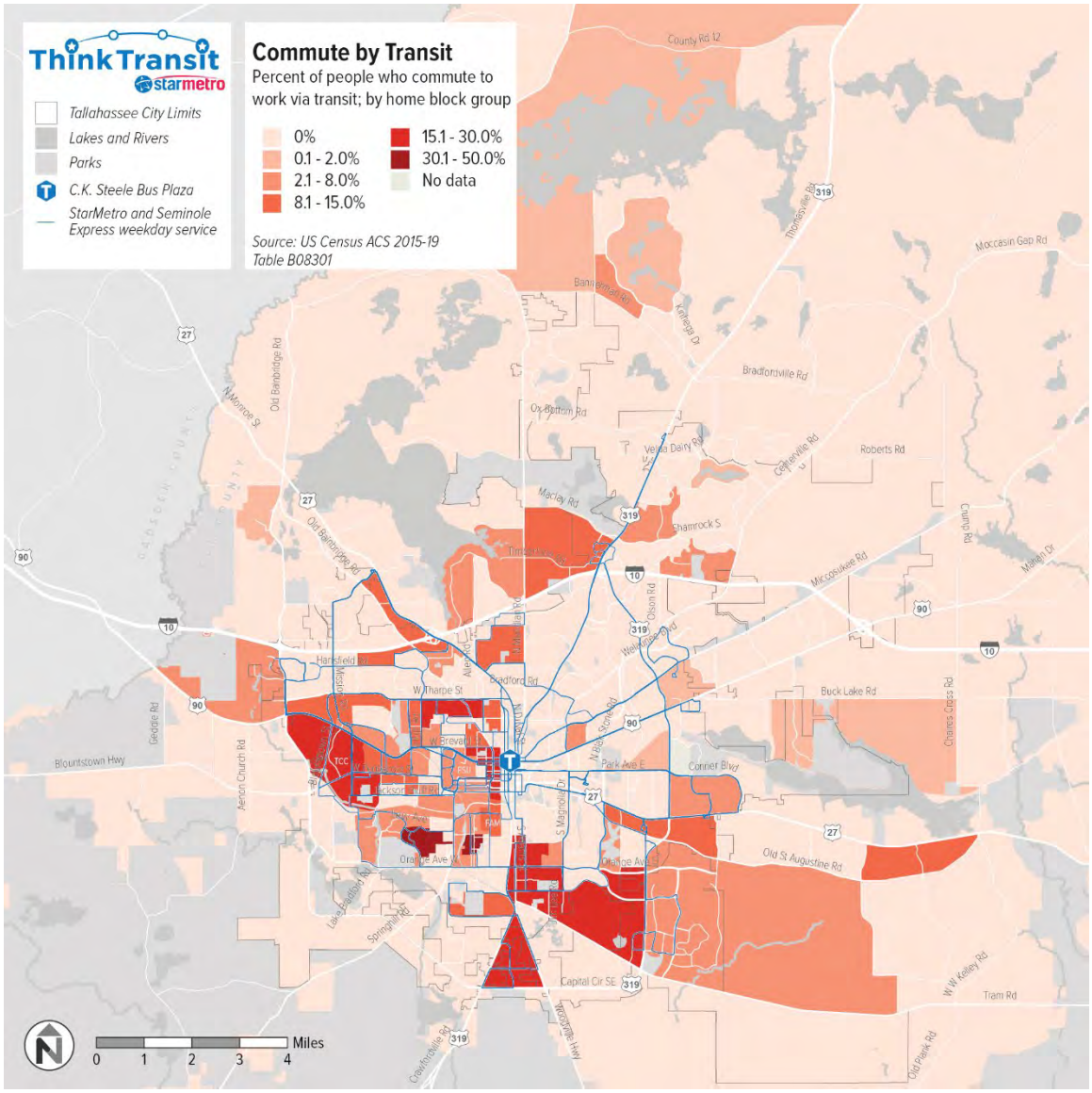
Public transit is usually planned for the typical “9-to-5” workday, with better service provided right before and right after the workday than the rest of the day. In Tallahassee, approximately two-thirds of workers depart to go to work between 6AM and 9AM. However, many people still travel outside of those hours, either to go to work earlier or later, or for other trip purposes. Those who work outside of the “9-to-5” workday tend to be shift workers, who are often paid lower wages. The proportion of people who leave for work outside of the typical morning peak hours (6AM to 9AM) varies geographically. As shown in Figure 2-23, non-peak hour commuters are more concentrated in the western half of the city, especially around FSU and FAMU.

Figure 2-20 Travel Flows



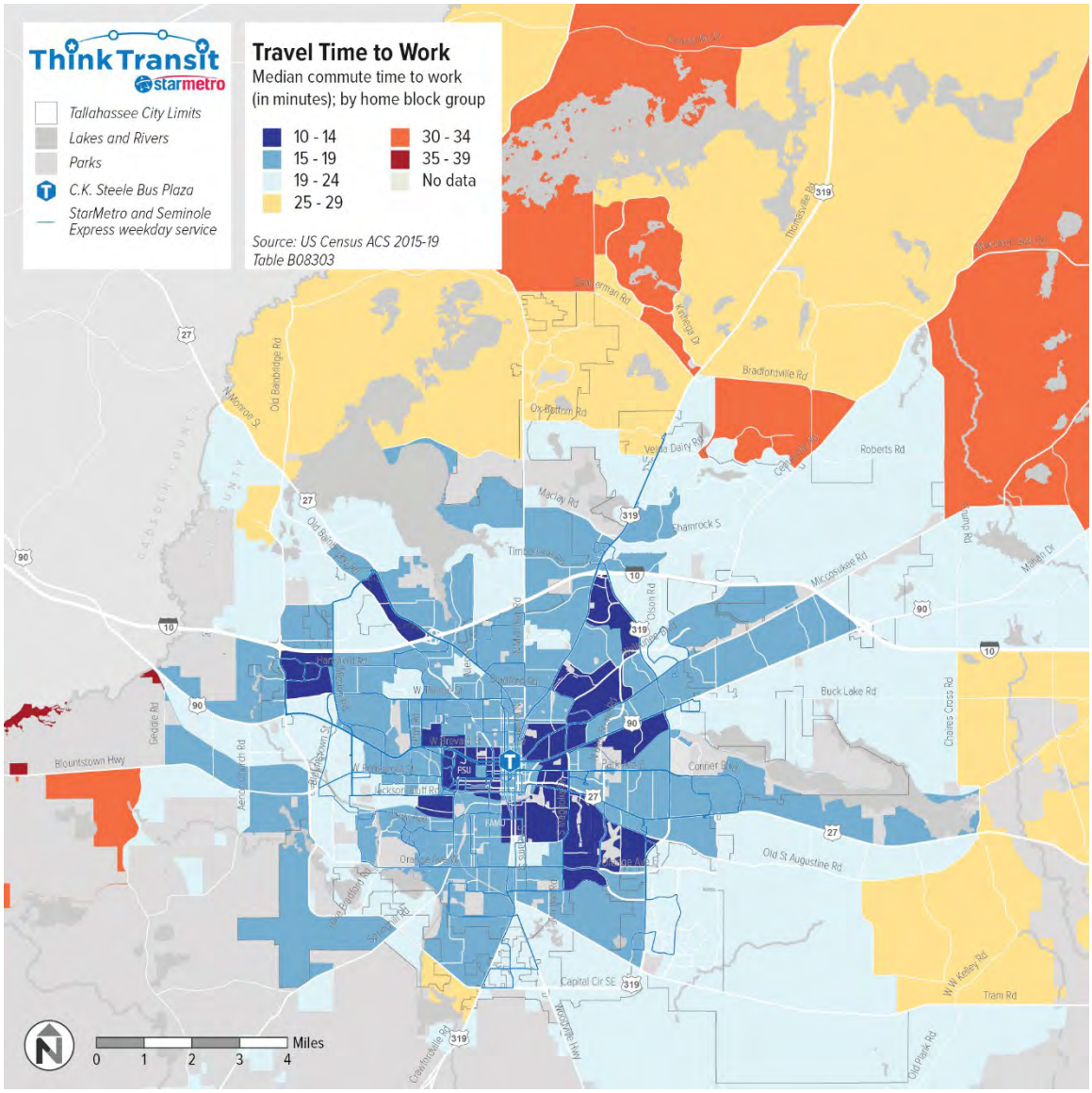
Source: US Census LEHD LODES 2018, Tallahassee-Leon County GIS, StarMetro

Figure 2-21 Transit Mode Share



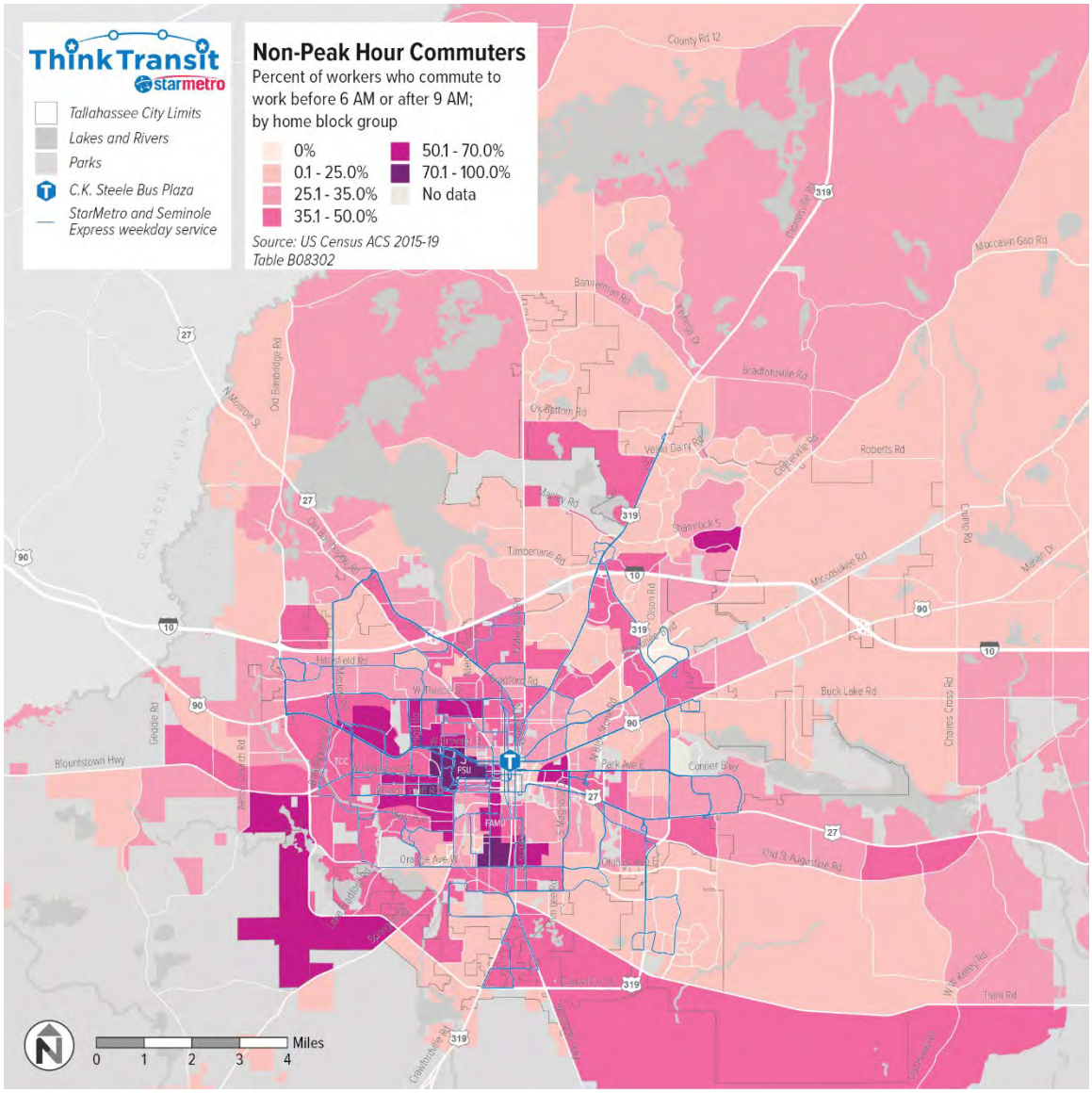
Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Figure 2-22 Average Travel Time to Work



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Figure 2-23 Population Leaving for Work Outside of Morning Peak Hours

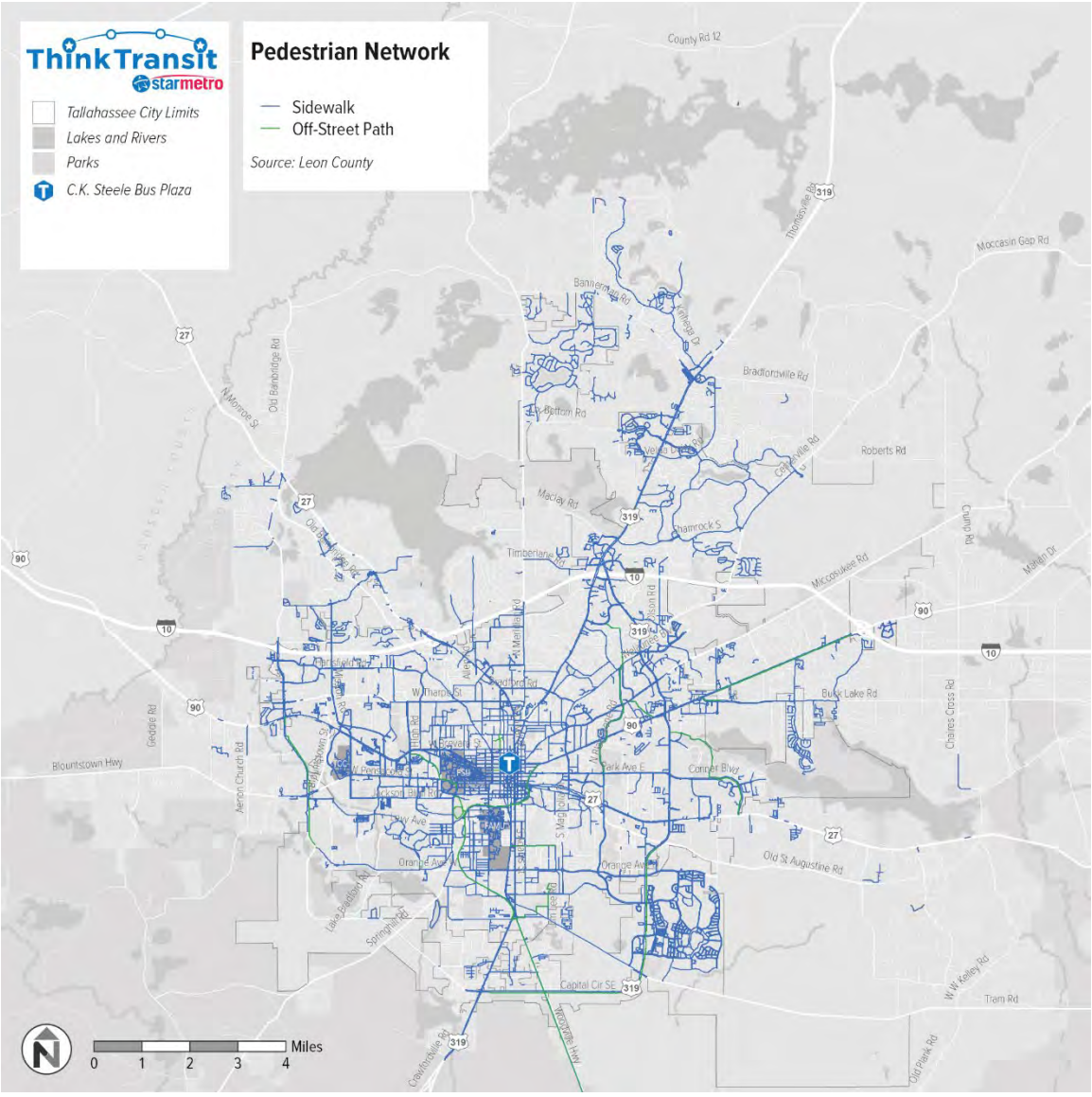


Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Pedestrian and Bicycle Network

Most transit trips start and end with walking to or from the bus, so pedestrian conditions are an important factor in the perceived quality of transit service. Figure 2-24 visualizes the sidewalk availability within the Tallahassee Urbanized Area; most major streets have sidewalks, but many residential neighborhoods outside of downtown/FSU lack pedestrian infrastructure. This makes it difficult for people to walk from their homes to a bus stop.

Figure 2-24 Pedestrian Network



Source: Tallahassee-Leon County GIS, StarMetro

Biking is another way to get to and from bus stops. Improving bicycle infrastructure can improve transit access and overall public health and wellbeing in a city. Figure 2-25

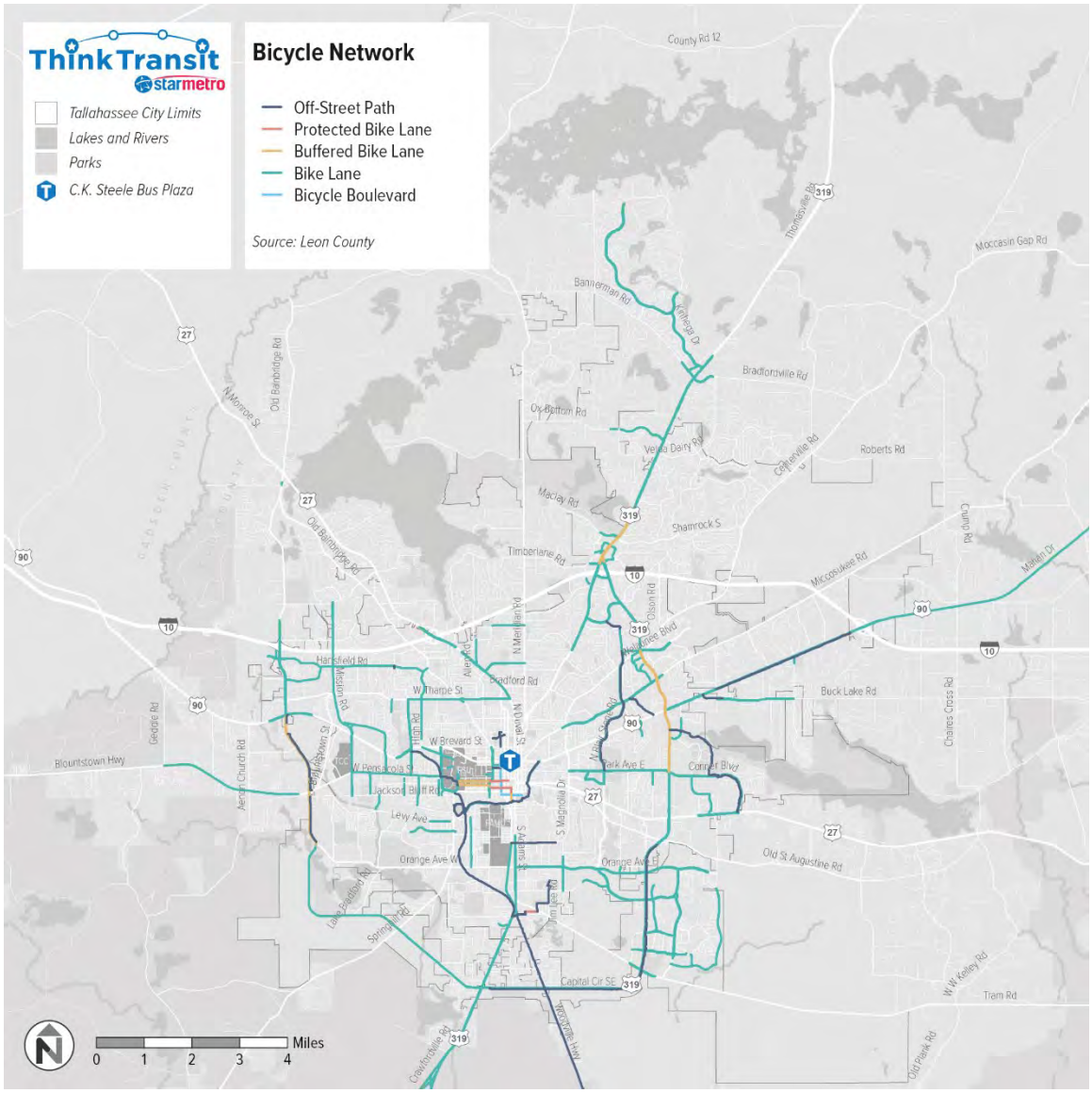
shows the bike network in the city. Bike infrastructure is primarily on major corridors and mostly consists of unprotected bike lanes and off-street paths. Downtown has some protected bike lanes and bike boulevards. The vast majority of streets in Tallahassee do not have any sort of bicycle infrastructure.

Additionally, the City of Tallahassee has two micromobility services.

- **Pace Bike Share** is a flexible docking bike share service, where bikes can be docked either at a Pace station or tethered to any other fixed object. Stations are all located downtown.
- **E-Scooters** are available throughout the city through two companies: Spin and Veo. Scooters do not have docks and can be left anywhere.

Micromobility devices are stationed at C.K. Steele Plaza and several major stops to facilitate transit riders' access. StarMetro has partnered with the bike and e-scooter companies to allow the location of micromobility devices to appear in StarMetro's mobile fare application.

Figure 2-25 Bicycle Network



Source: Tallahassee-Leon County GIS, StarMetro

LAND USE AND ACTIVITY CENTERS

In addition to population, employment, and travel patterns, how a city is laid out is also an important component for the viability of public transit. This section reviews land use patterns and major centers of activity and development.

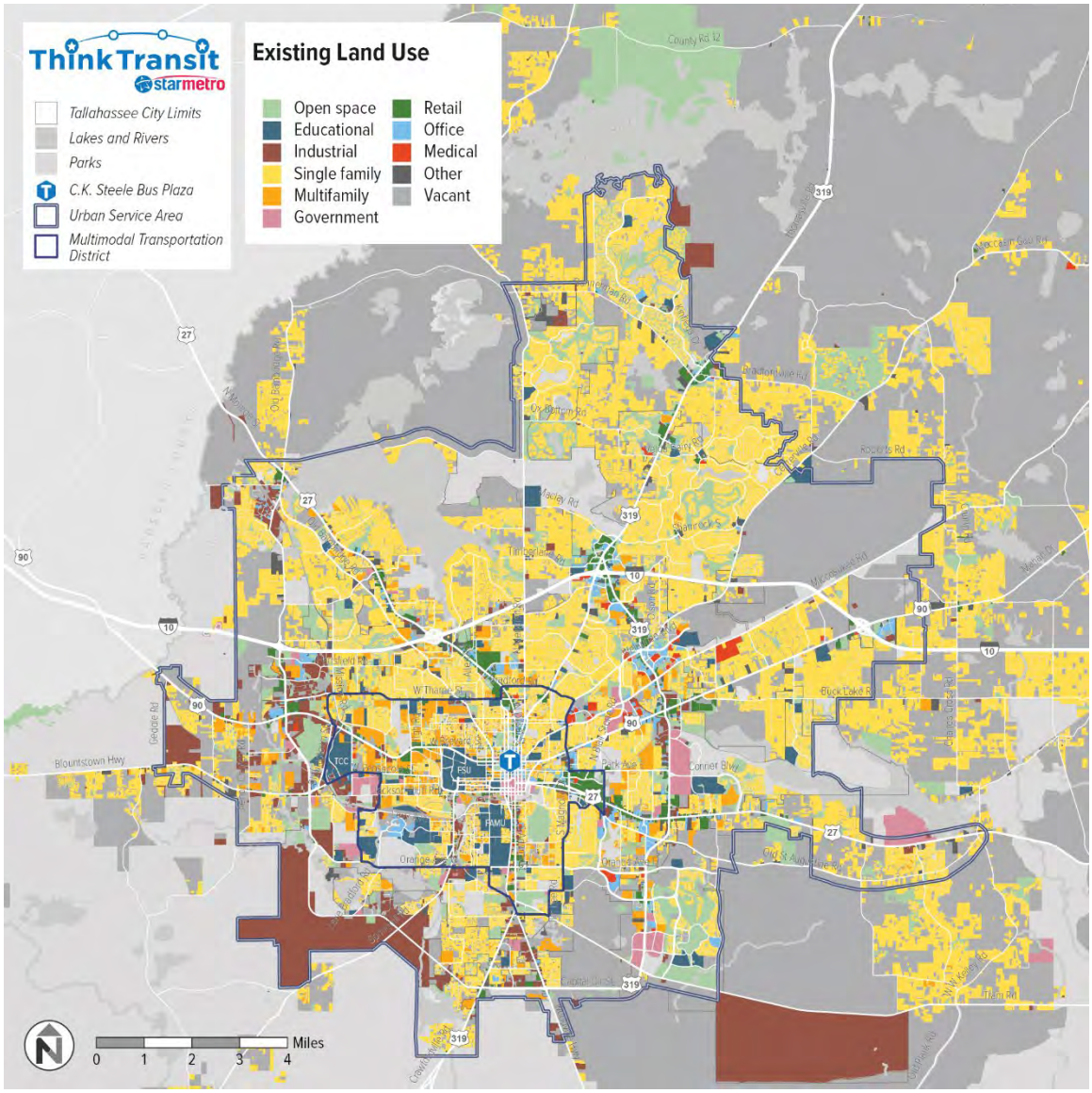
Land Use

Transit works best in areas that are higher density with mixed land uses. Figure 2-26 and Figure 2-27 shows the current land use designations for the urban area. Most of the land area in Tallahassee is zoned for single family housing, which can be difficult to serve with fixed-route transit (the lower density means fewer potential riders). Multifamily housing, retail, and other mixed uses are permitted along major corridors, such as Capital Circle, Monroe Street, Tennessee Street, and Apalachee Parkway.

In an effort to curb sprawl in 1990, the Tallahassee-Leon County Planning Department established the Urban Service Area, which includes portions of the City and County that are designated as areas for future growth. Development outside of this area is to be limited to preserve land and water resources. In 2009, the City designated an 18-square mile area in the center of Tallahassee as the Multimodal Transportation District (MMTD). The goal is to concentrate urban growth in this area, with pedestrian and transit-oriented design standards for the streets in the District. The city set a transit mobility goal of 80% of transit routes operating with 20-minute frequency or better within the MMTD.

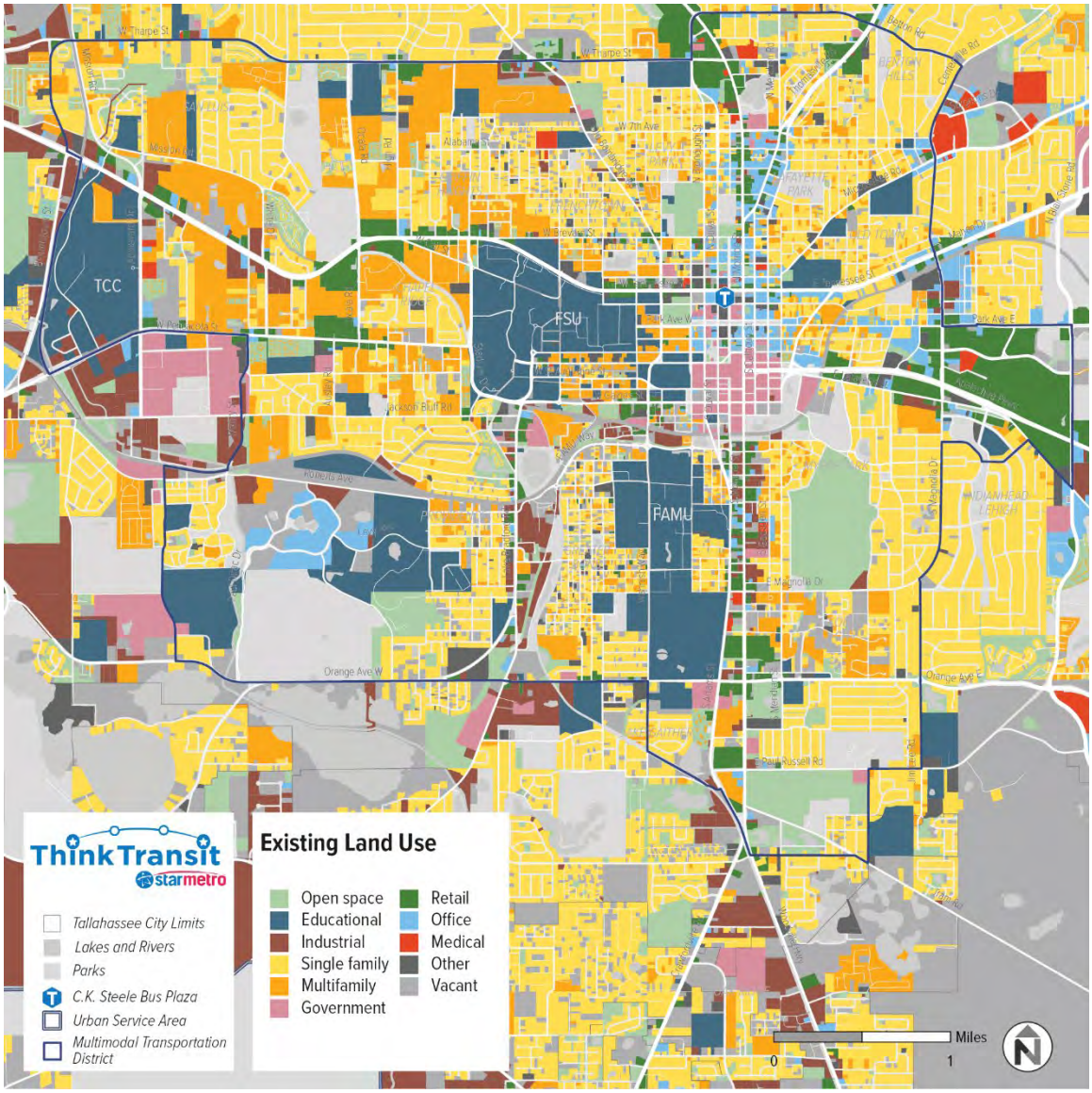
Figure 2-28 shows the future land use designations planned by the City, though in a more simplified manner than the current land use map. Development is planned for currently vacant areas of the city in the southeast and northwest. The area around Lake Jackson will be protected from further development due to environmental concerns.

Figure 2-26 Current Land Use



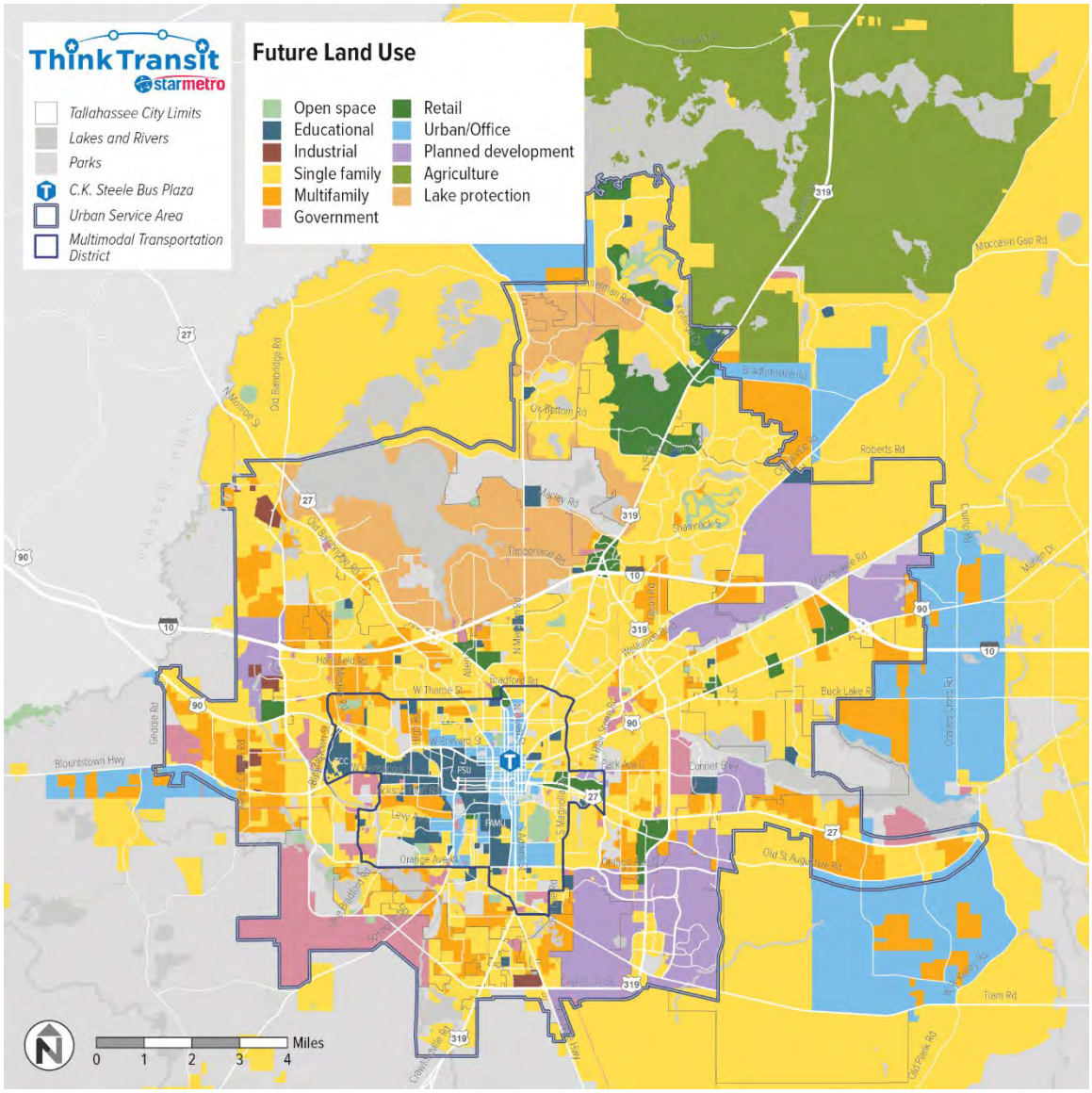
Source: Tallahassee-Leon County GIS, StarMetro

Figure 2-27 Current Land Use (Central Tallahassee)



Source: Tallahassee-Leon County GIS, StarMetro

Figure 2-28 Future Land Use



Source: Tallahassee-Leon County GIS, StarMetro

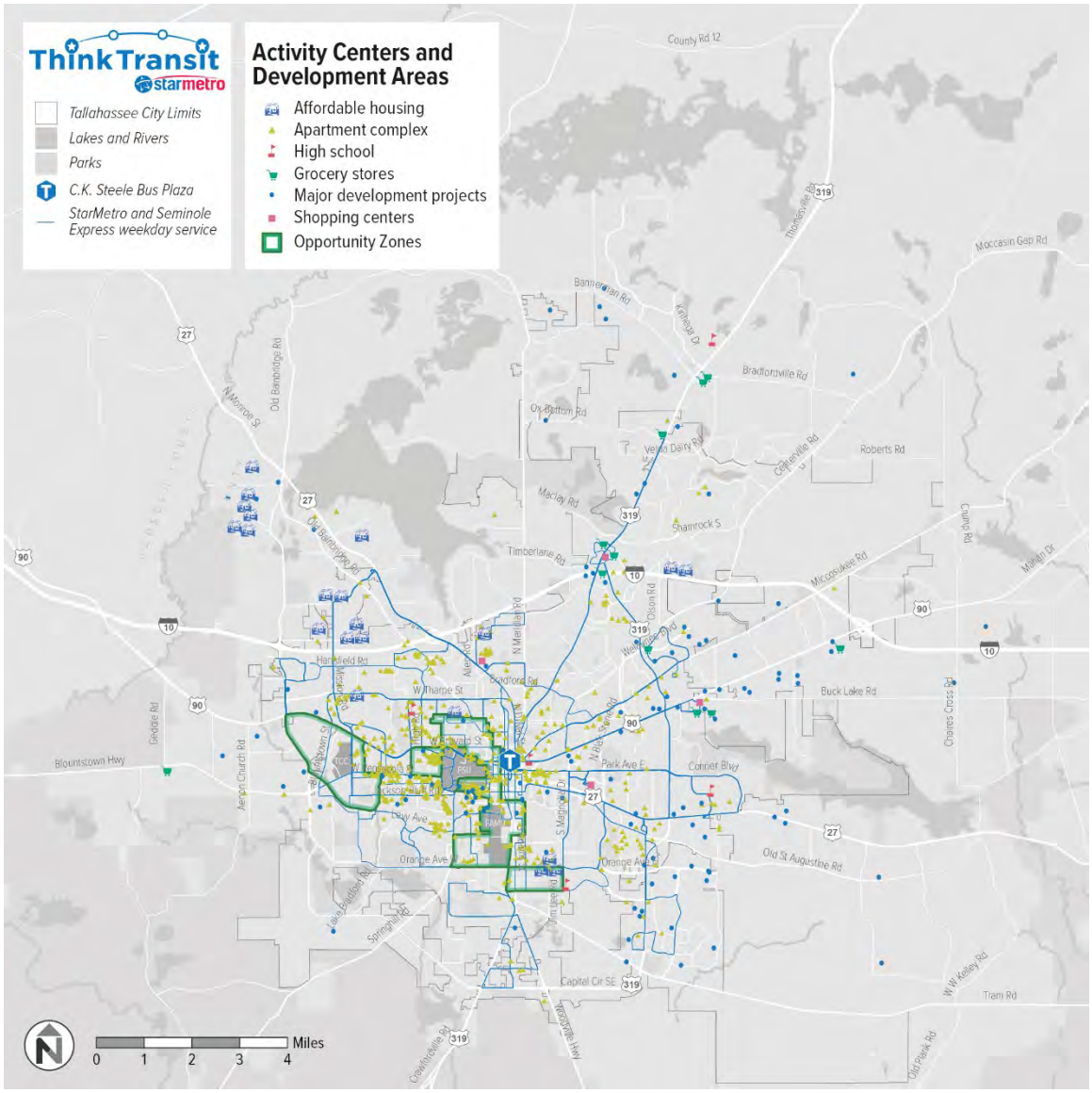
Activity Centers and Development

Specific types of destinations generate more transit demand than might be expected based on just population and employment density, such as areas with affordable housing, apartment complexes, grocery stores, shopping plazas, hospitals, universities, government, and government services. Additionally, new development projects are in the works around the region, which will create more transit demand. Figure 2-29 and Figure 2-30 show the following major activity centers and development projects:

- **Affordable housing** (public housing buildings designated by the U.S. Department of Housing and Urban Development) – These facilities are located primarily in the northwest quadrant of the urban area, though many of these sites are single family homes. This data set is incomplete, as some forms of affordable housing are a part of larger market rate developments and others do not have public addresses for privacy reasons.
- **Apartment complexes** – These buildings are concentrated in the western half of Tallahassee, especially near FSU and along major corridors throughout the city.
- **High schools** – High schools are scattered throughout the city to serve different neighborhoods.
- **Grocery stores** – Grocery and other general stores are concentrated along the northern portion of US 319.
- **Major development projects** – New developments are planned all over the city, but many are along the eastern side of Capital Circle.
- **Shopping Centers** – Shopping and recreational centers, such as Governor's Square Mall and Centre of Tallahassee, are scattered throughout the city.

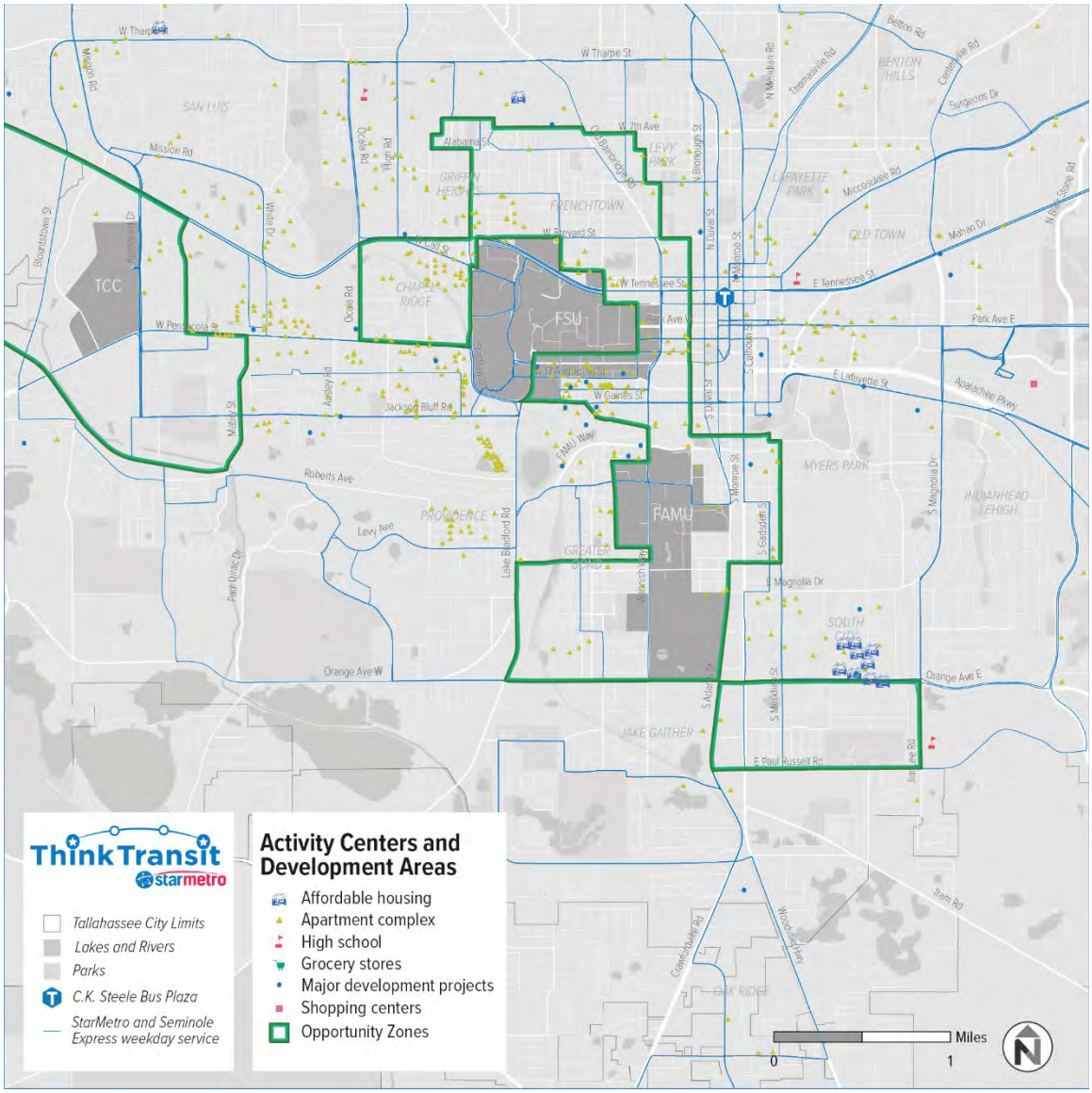
The map also shows the federally designated Opportunity Zones in Tallahassee, or areas with tax incentives for economic development. These zones encompass FSU, FAMU, and TCC and its surrounding neighborhoods.

Figure 2-29 Activity Centers and Development Areas



Source: US Department of Housing and Urban Development, Tallahassee-Leon County GIS, StarMetro

Figure 2-30 Activity Centers and Development Areas (Central Tallahassee)



Source: US Department of Housing and Urban Development, Tallahassee-Leon County GIS, StarMetro

PUBLIC HEALTH

Transportation is directly tied to public health in both harmful and beneficial ways. This section discusses health indicators and vehicle crashes.

Health Indicators

Public transit tends to be a more physically active mode of transportation than driving, since most trips start and end by walking to or from a transit stop. Thus, encouraging walking, biking, and taking transit can be a part of campaigns to improve overall health. Every three years, the State of Florida conducts the Behavior Risk Factor Surveillance System, a survey that tracks health indicators at a county level. Figure 2-31 shows some of the survey responses from 2016; the vast majority of survey respondents said that their health is "good" to "excellent," but the inactivity and obesity rates are moderately high, at 50 percent and 30 percent, respectively, for Leon County.

Figure 2-31 Public Health and Activity Indicators

Survey Indicator	Leon County	Florida
Adults who said their overall health was "good" to "excellent"	85.9%	80.5%
Adults who are inactive or insufficiently active	50.6%	56.7%
Adults who are obese	30.4%	27.4%

Source: Florida Department of Health – Behavior Risk Factor Surveillance System 2016

Transportation can also worsen public health. Asthma is directly linked to traffic-related pollution, such as from gas and diesel engines and vehicle tires. Living near a highway or major road with congestion can be detrimental to an individual's health. As shown in Figure 2-32, there were 48.9 asthma hospitalizations for every 100,000 people in Leon County. Breaking this rate down into race categories, asthma rates are significantly higher for Black and Hispanic residents than white residents, likely due to greater pollution in underinvested communities. Improving transit service in these areas can take cars off the road and decrease pollution. Switching to electric buses also decreases emissions from engines.

Figure 2-32 Asthma Hospitalizations

Per 100,000 population	Leon County	Florida
Overall Asthma Hospitalization Rate	48.9	62.4
Rate for White Population	16.0	42.1
Rate for Black Population	102.4	122.5
Rate for Hispanic Population	84.0	66.4

Source: Florida Department of Health 2019

Crash Sites

Since most transit trips start or end with walking, safe streets are crucial for a quality transit experience. As shown in Figure 2-33, Leon County had over 2,400 vehicle collisions, 11 of which led to deaths, out of 100,000 population in 2017.

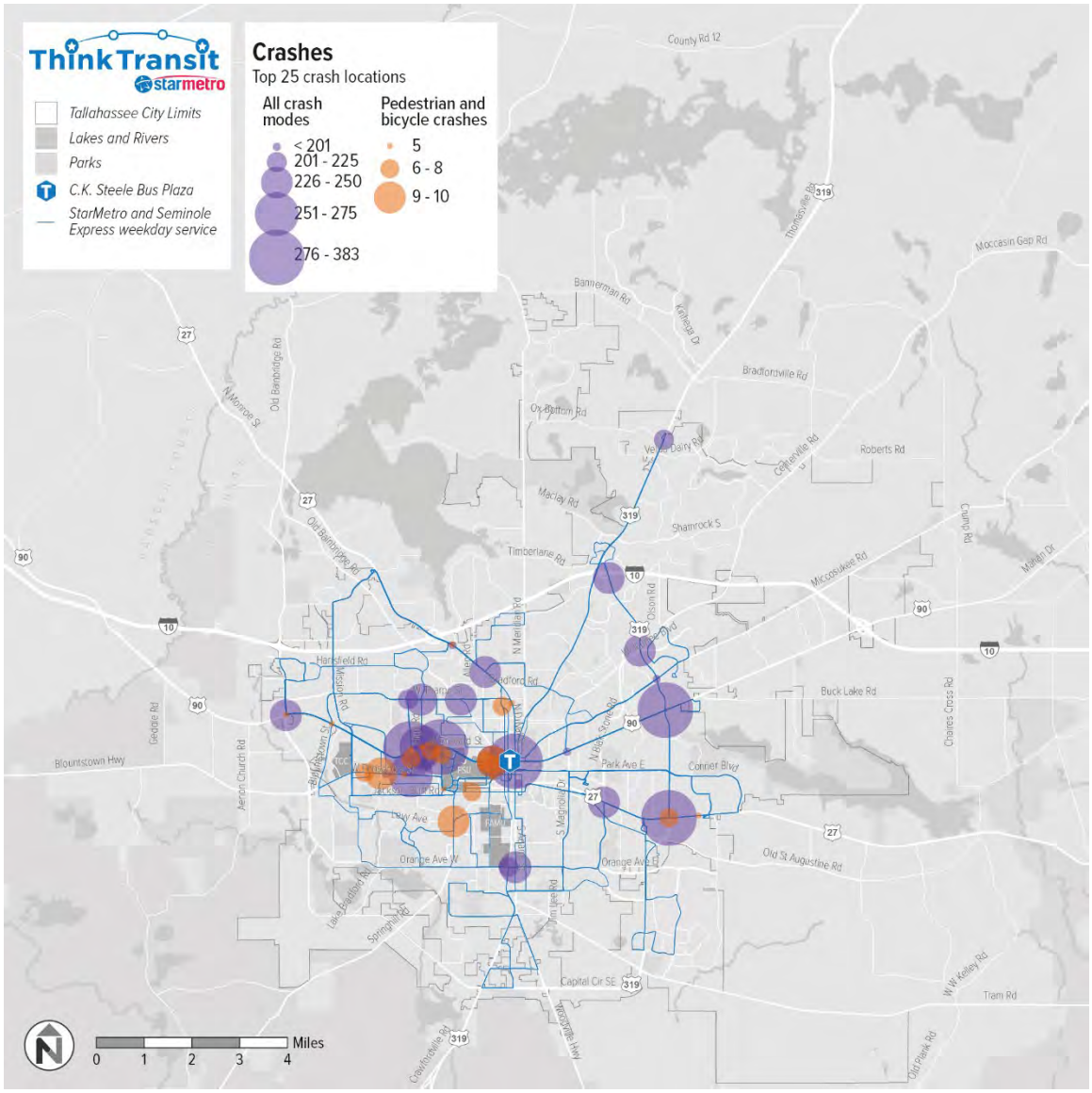
Figure 2-33 Motor Vehicle Crash Rates

Per 100,000 population	Leon County	Florida
Total Motor Vehicle Traffic Crashes	2,437	1,958
Motor Vehicle Crash Deaths	11.4	14.9

Source: Florida Department of Health 2017

Analyzing the locations with the greatest number of crashes can identify where street design improvements are needed, and which bus stops may need increased protection. Figure 2-34 shows the intersections with the greatest number of all crashes and pedestrian and bike crashes. These intersections are concentrated along Tennessee Street west of Downtown, West Pensacola Street, and Monroe Street.

Figure 2-34 Crash Sites



Source: Signal Four Analytics, Tallahassee-Leon County GIS, StarMetro

FUTURE PROJECTIONS

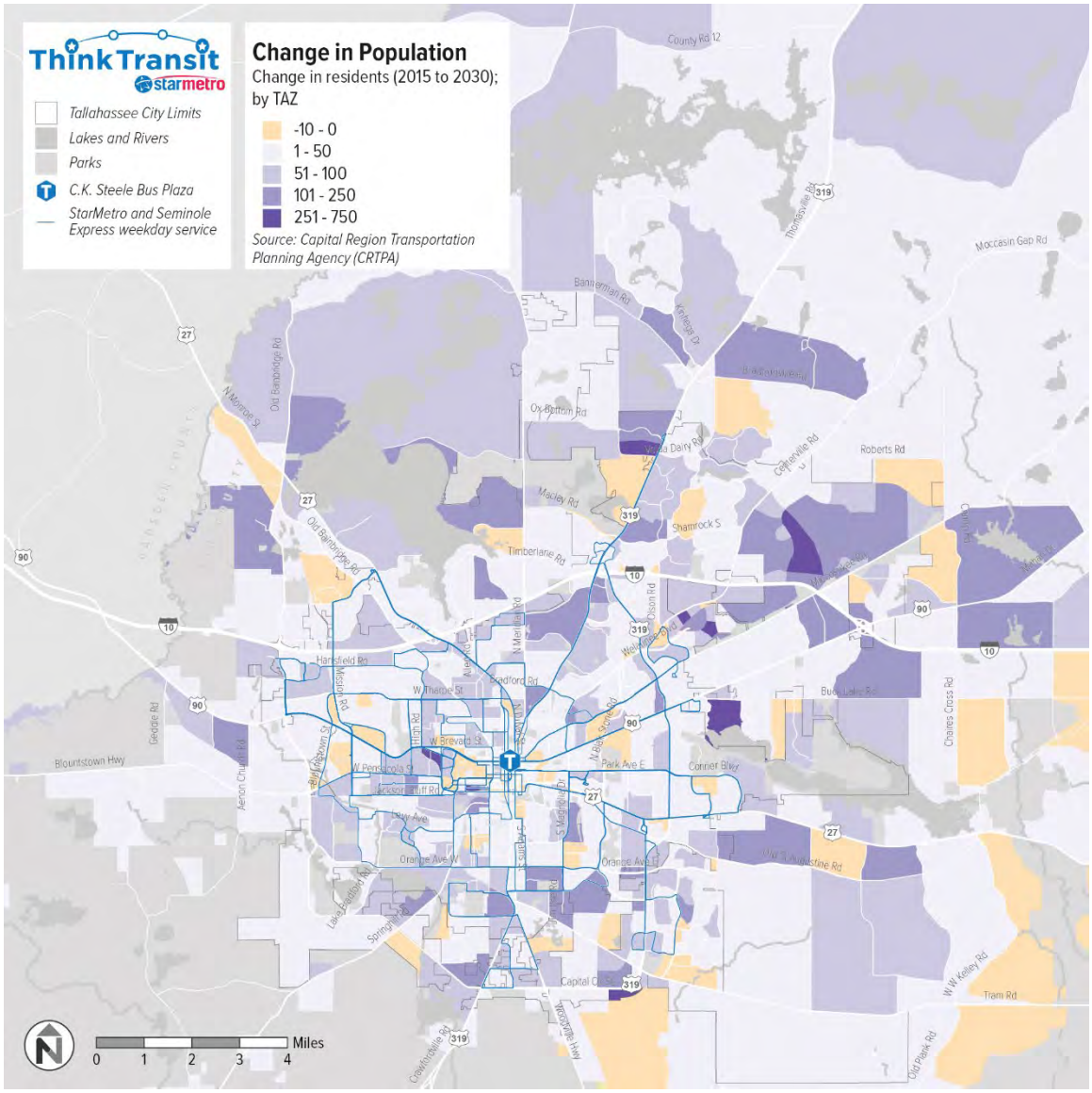
Changes to the transit network can have long term impacts, and transit planning should account for future conditions when possible. As a part of the Connections 2045 Regional Mobility Plan project, CRTPA modeled population and employment projections for 2045, as compared to the base year of 2015. However, this Transit Development Plan effort covers a span of ten years. To account for the shorter time span, the project team interpolated 2030 population and employment projections as a midway point between 2015 and 2045.

Between 2015 and 2030 for the Tallahassee Urbanized Area, the population is projected to increase by about 8% and the number of jobs is projected to increase by about 18%. As shown in Figure 2-35, the population is increasing slightly in most of the city, but especially in the northeast quadrant of the urban area. There are small pockets of decreasing population scattered throughout, including near downtown.

Figure 2-36 shows the projected changes in employment. Jobs are increasing throughout most of the city, especially near downtown, FSU, and along northern Monroe Street. Jobs are decreasing primarily north of I-10.

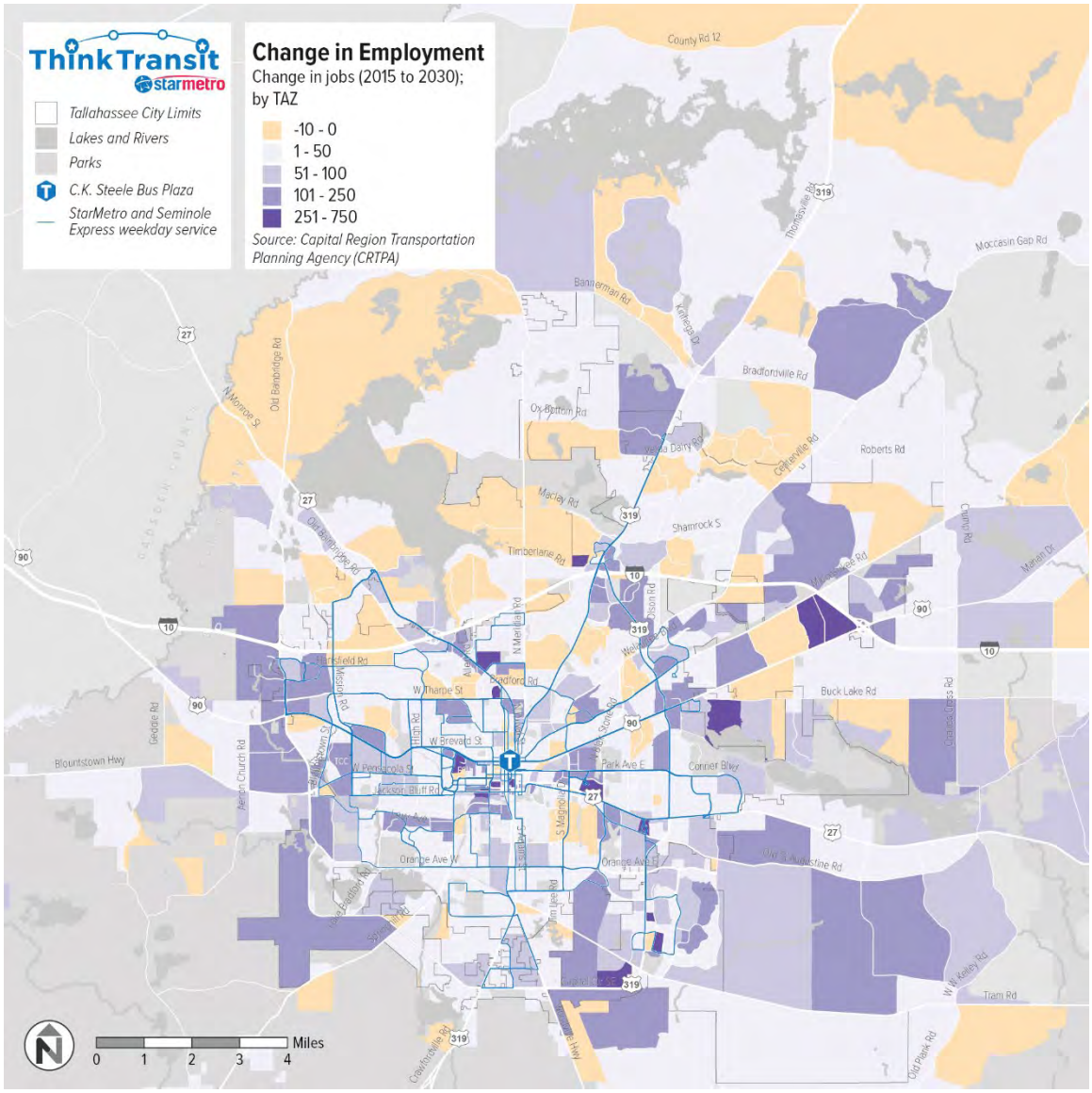
Lastly, as shown in Figure 2-37, the areas around FSU, TCC, Frenchtown, Griffin Heights, and South City will remain the densest in 2030. Employment will also remain dense along existing high-density corridors (Figure 2-38)

Figure 2-35 Population Change 2015-2030



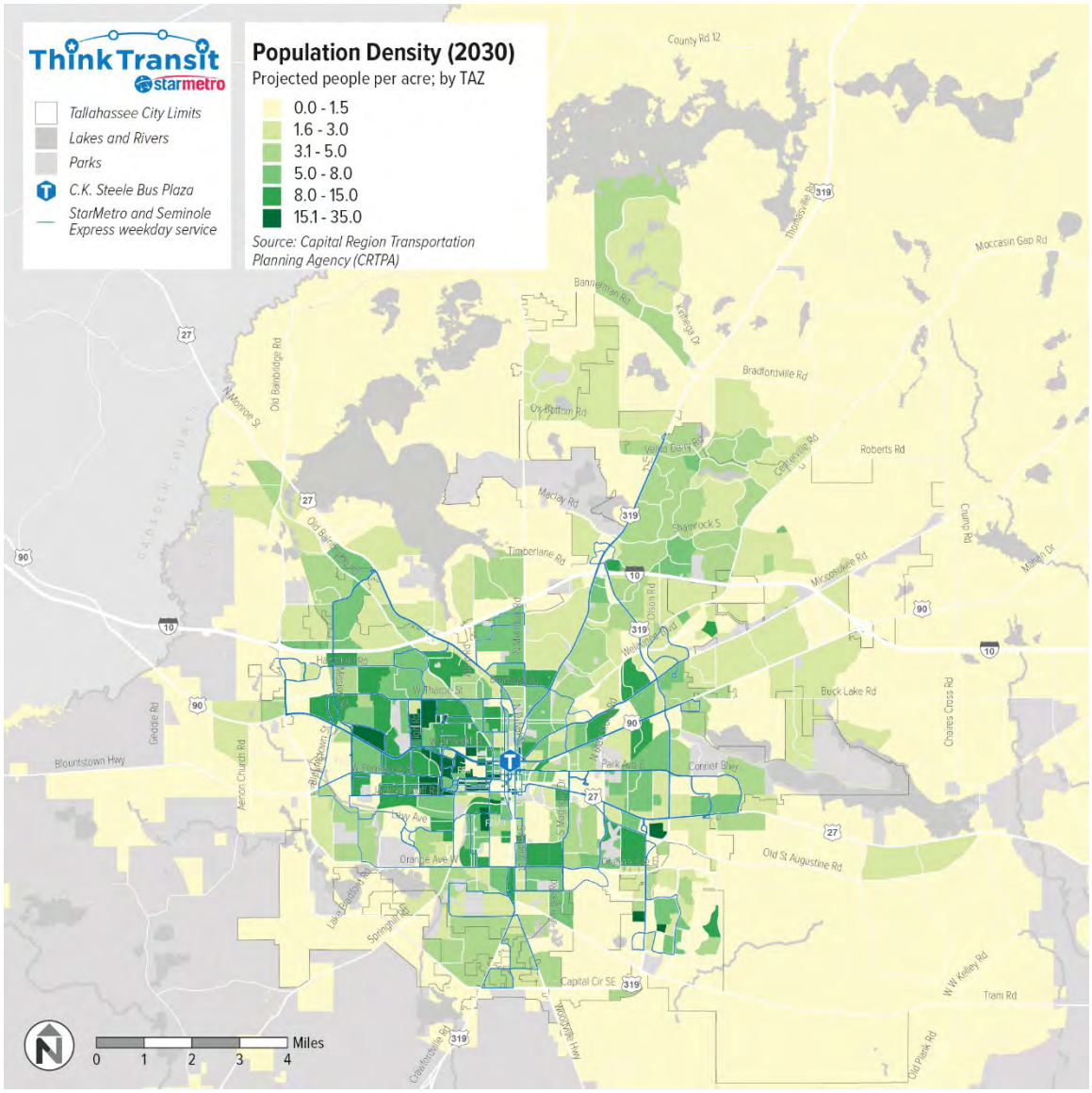
Source: Capital Region Transportation Planning Agency 2015, Tallahassee-Leon County GIS, StarMetro

Figure 2-36 Jobs Change 2015-2030



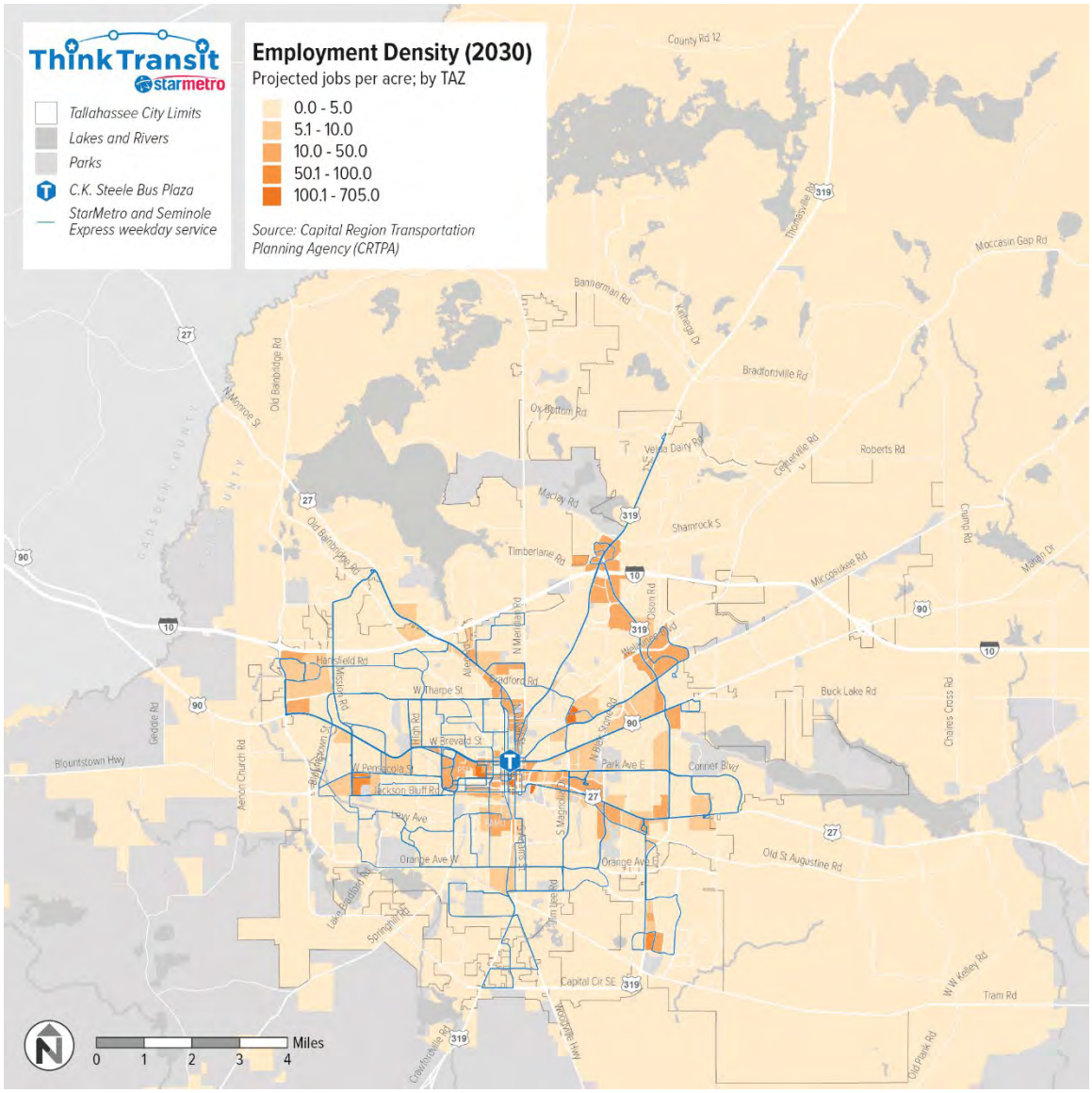
Source: Capital Region Transportation Planning Agency 2015, Tallahassee-Leon County GIS, StarMetro

Figure 2-37 Population in 2030



Source: Capital Region Transportation Planning Agency 2015, Tallahassee-Leon County GIS, StarMetro

Figure 2-38 Jobs in 2030



Source: Capital Region Transportation Planning Agency 2015, Tallahassee-Leon County GIS, StarMetro

3 EXISTING SERVICES & PERFORMANCE EVALUATION

This section reviews key operating characteristics and current provision of StarMetro's existing services to identify areas for improvement and benchmark performance against peer systems.

The purpose of this evaluation is to provide a snapshot of the current operating characteristics of the transit system, including a review of key indicators as part of a trend analysis and peer review evaluation. The evaluation serves as a brief efficiency assessment of the current system of routes which may be subsequently utilized in the development of goals and objectives.

The analysis of a variety of performance indicators and measures may help identify areas where the agency is performing well and provide a forum to focus on areas that may require further attention. The performance evaluation serves to reveal existing conditions and trends for the situation appraisal and also influences the development of service alternatives.

SERVICE OVERVIEW

StarMetro is the primary transit service provider for the City of Tallahassee and parts of unincorporated Leon County, Florida.

History

The City of Tallahassee began providing public transportation in 1973 with the purchase of Cities Transit Company and renamed the system "Taltran." Dial-A-Ride service began being offered in 1984. In 1986, C.K. Steele Plaza was built to serve as the system's central hub, which it still does today. In 2005, Taltran changed its name to StarMetro as part of a "Renaissance" branding effort alongside a program of rolling stock and stop improvements.

Governance

StarMetro is owned and operated as a service of the City of Tallahassee. The Tallahassee City Commission serves as StarMetro's Board of Directors.

Service Types

StarMetro provides fixed route and demand response service daily except for Thanksgiving and Christmas holidays. Express services connecting Tallahassee with outlying areas are operated by Big Bend Transit (BBT).

As of this plan's writing, service modifications have taken effect in response to the ongoing COVID-19 pandemic. These changes include:

- Capping bus capacity at 15 passengers
- Requiring masks/face coverings to be worn at all times by vehicle occupants
- Suspending Trolley service
- Ending weekday service at 8 p.m.
- Suspending night service
- Suspending FSU campus routes (March through August 2020)
- Running one fewer bus per route on FSU campus services (August 2020 to present)
- Installing driver barriers
- Suspending Park route

Services Provided by Others

Other entities provide services that complement StarMetro service within the region.

Big Bend Transit

In addition to serving as the Medicaid Recipient Program service provider and Community Transit Coordinator (CTC) to four surrounding counties, BBT also provides important public transportation services to, from, and within Tallahassee:

- **Gadsden Express** $1 per trip
- **Havana Express** $1 per trip
- **Paratransit** – As of 2021, BBT is one of four providers contracted by StarMetro for purchased transportation service to meet demand for Dial-A-Ride demand response services as well as CTC trips within Leon County
- **Commuter Vanpool** – The vanpool program provides a vehicle for groups to use for work commutes. Participants are provided with a vehicle and assessed a monthly fee based on the number of participants within each pool.

Wakulla County Transportation

Wakulla County Transportation is a division of the nonprofit Wakulla Senior Citizens Council, Inc. with nine revenue vehicles operated in maximum service. Service to Tallahassee is offered for a $10 roundtrip fare.

Health & Human Service Organizations

Several health and human service organizations within the StarMetro service area provide transportation services and/or information to clients, often seniors and/or individuals with disabilities.

FDOT

FDOT owns one Park and Ride facility in Leon County.

RideOn Commuter Services

The RideOn Commuter Services program, funded by FDOT and CRTPA, provides carpool matching, Emergency Ride Home (ERH), and related services to commuters throughout the region.

Private Intercity Bus Service

The Greyhound station is located across the street from C.K. Steele Plaza, at 112 W. Tennessee Street. This bus station is open seven days a week from 10 a.m. to 11:59 p.m.

Red Coach also provides intercity bus service to Tallahassee, serving a location on the FSU campus at 1021 St. Augustine Street.

FIXED ROUTE TRANSIT SERVICE PROFILE

StarMetro's fixed route system serves the City of Tallahassee and limited areas of unincorporated Leon County. The system is based on a multi-point/multi-transfer model, though many routes converge at C.K. Steele Plaza in downtown Tallahassee.

Figure 3-1 Fixed Route System Characteristics

Service Day	Days Schedule Operated	Vehicles in Operation	Passenger Trips	Revenue Miles	Revenue Hours	Passengers per Revenue Mile	Passengers per Revenue Hour
Weekday	252	88	11,192	8,126	661	1.4	16.9
Saturday	55	52	4,953	3,394	276	1.5	17.9
Sunday	56	7	5,895	624	51	9.4	115.6

Source: FY2019 NTD Annual Report Form S-10

Weekday

StarMetro's weekday fixed route service comprises 15 fixed routes named for Tallahassee landmarks or locations. As of the Spring 2020 bid period, 45 vehicles were in use during peak Weekday service (43 vehicles are StarMetro, with BBT operating the Southwood route with two of their vehicles).

Figure 3-2 Weekday Fixed Route Service Overview

Route	Name	Destinations	Frequency (minutes)		Service Span
			Peak	Off-Peak	
A	Azalea	Commonwealth Boulevard, Tennessee Street, C.K. Steele Plaza, Fallschase Shopping Center	30	60	6 a.m. - 7:30 p.m.
B	Big Bend	Lake Jackson Town Center, Monroe Street, C.K. Steele Plaza, Capital Circle SE	30	30*	6 a.m. - 7:30 p.m.
D	Dogwood	C.K. Steele Plaza, Innovation Park	30	60	6 a.m. - 7:30 p.m.
E	Evergreen	TCC, Tharpe Street, C.K. Steele Plaza, Park Avenue, Apalachee Parkway Walmart	30	60	6 a.m. - 7:30 p.m.
F	Forest	Lake Jackson Town Center, TCC, StarMetro Offices, C.K. Steele Plaza	30	30	5:32 a.m. - 7:32 p.m.
G	Gulf	Ridge Road, C.K. Steele Plaza, Hospital - TMH, Hospital - CRMC	60	60	5:30 a.m. - 7:30 p.m.
H	Hartsfield	Commonwealth Boulevard, Hartsfield Road, Raa Middle School, C.K. Steele Plaza	60	30	5:30 a.m. - 7 p.m.
K	Killearn	Kerry Forest Walmart, Midtown, C.K. Steele Plaza	30**	60	6 a.m. - 7:30 p.m.
L	Live Oak	Pensacola Street, Innovation Park, Orange Avenue, Blair Stone Road, Apalachee Parkway Walmart	45	45	5:40 a.m. - 7:49 p.m.
M	Moss	Frenchtown, C.K. Steele Plaza, Bond Community, Orange Avenue	30	30	5:08 a.m. - 7:30 p.m.
P	Park	C.K. Steele Plaza, Park Avenue, Governor's Square Mall	30	30	9:45 a.m. - 7:15 p.m.
R	Red Hills	C.K. Steele Plaza, Koger Center, Capital Circle NE, Village Commons	30**	60	6 a.m. - 7:30 p.m.
S	San Luis	Macon Community, Hospital - TMH, C.K. Steele Plaza	60	60	6 a.m. - 6:54 p.m.
T	Tall Timbers	TCC, Gaines Street, CollegeTown, C.K. Steele Plaza	30	60	5:49 a.m. - 7:30 p.m.
W	Southwood (operated by BBT)	C.K. Steele Plaza, Koger Center, SouthWood Town Center	40	Breaks in service from 9:40-11:25 a.m. & 2-3:35 p.m.	6:20 a.m. - 7 p.m., breaks from 9:40-11:25 a.m. & 2-2:35 p.m.

* 60 min off-peak north side, 10 a.m. - 2 p.m.

** Morning only

Figure 3-3 Weekday Fixed Route Map

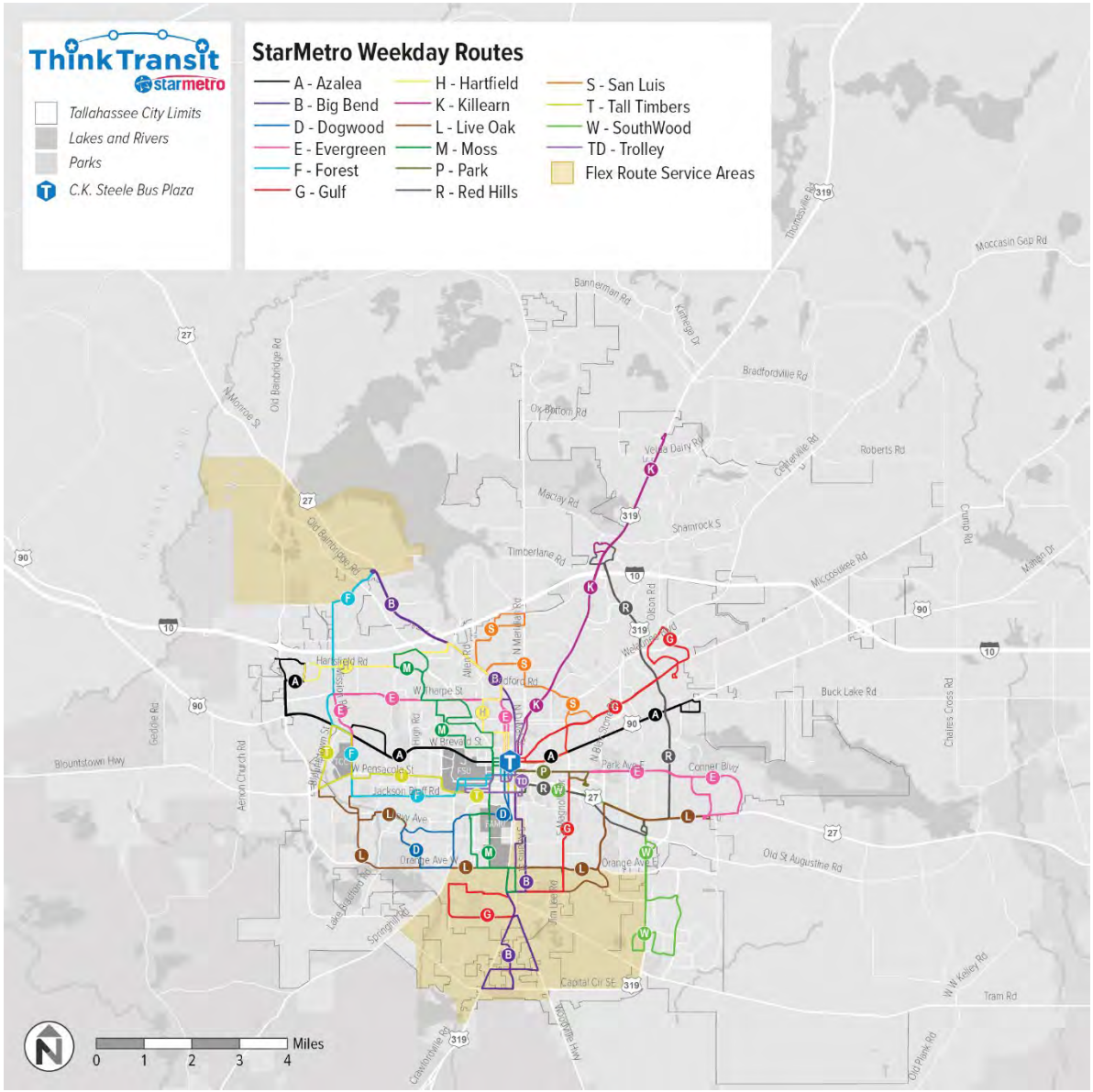


Figure 3-4 Weekday Fixed Route Map - Focus Area

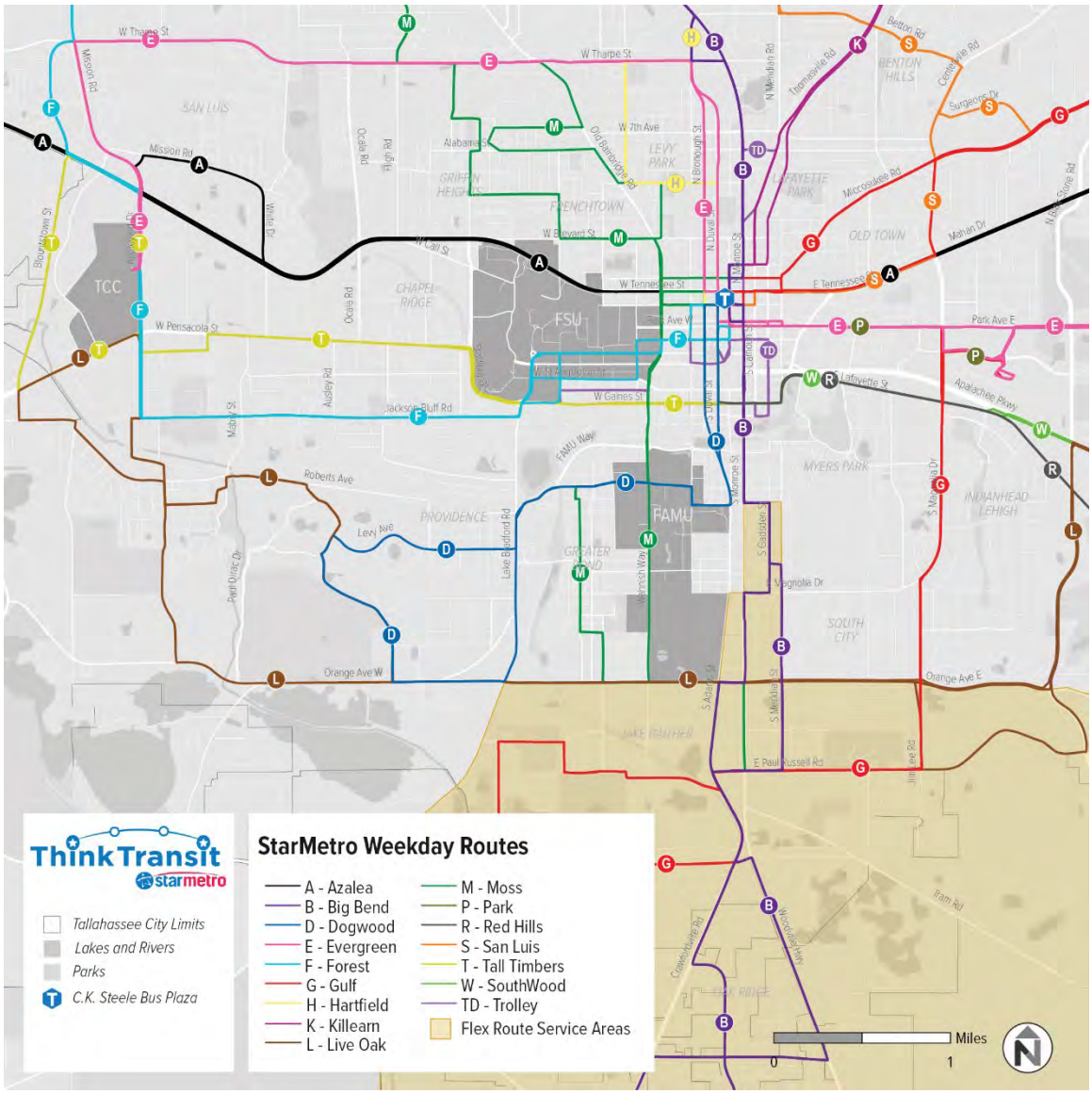


Figure 3-5 Weekday Fixed Route Frequencies

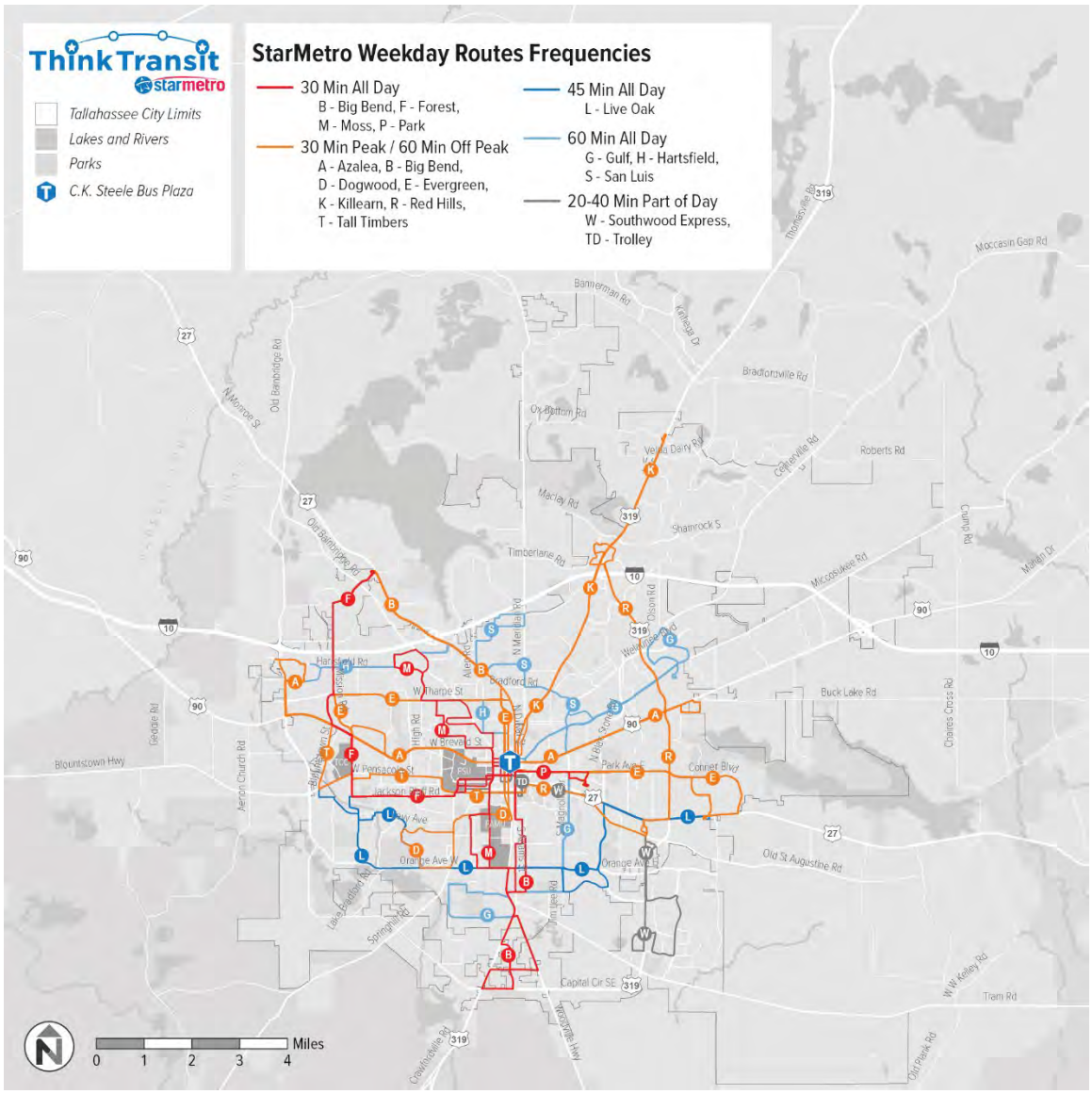
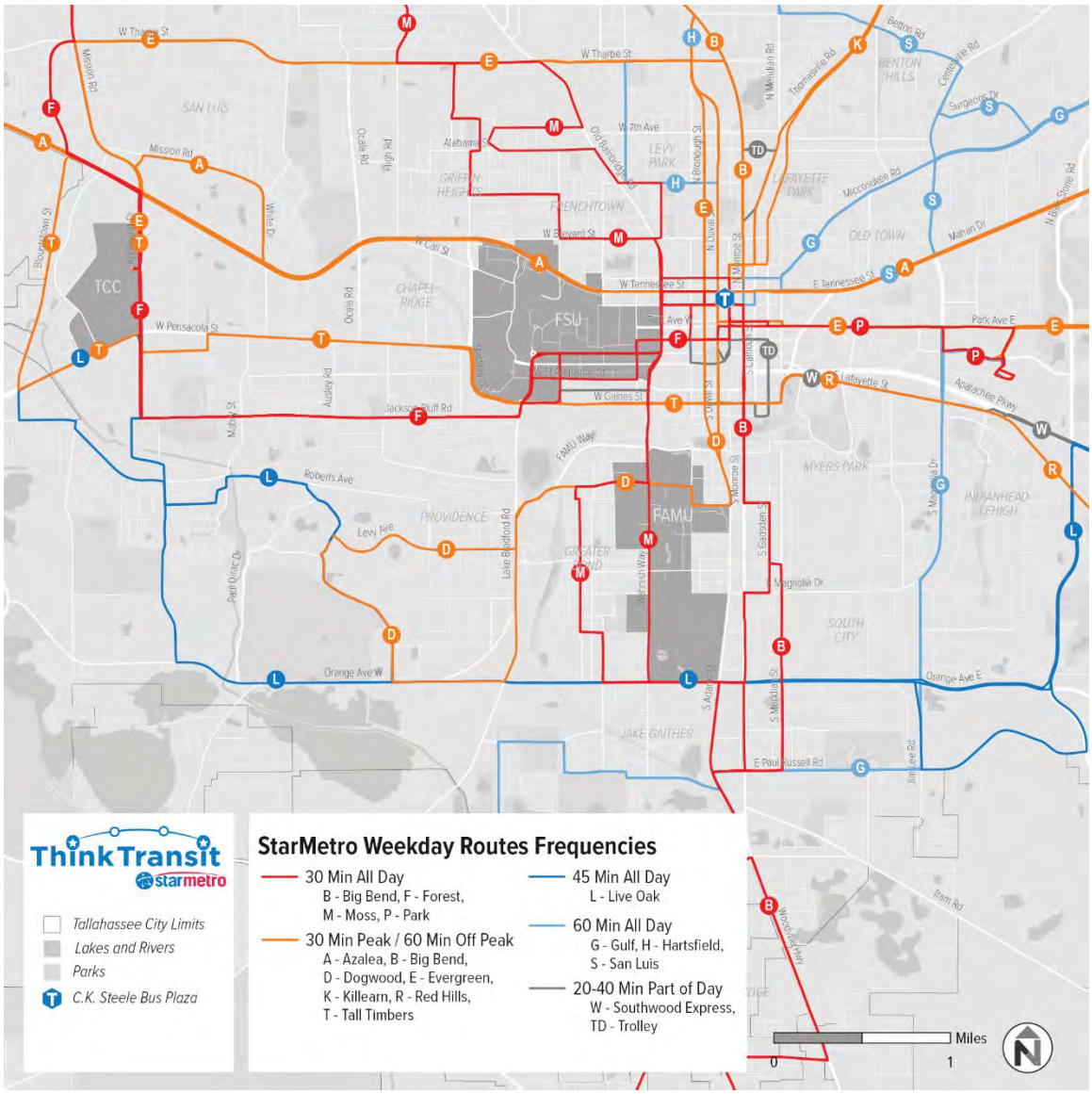


Figure 3-6 Weekday Fixed Route Frequencies – Focus Area



Saturday

Saturday service includes 12 of the 15 weekday routes, with reduced frequency and span of service. Saturday service is also provided on the following holidays: Martin Luther King, Jr. Day, Veterans' Day, and the day after Thanksgiving. As of the Spring 2020 bid period, 20 vehicles were in use during peak Saturday service.

Figure 3-7 Saturday Fixed Route Service Overview

Route	Name	Destinations	Frequency (Minutes)	Service Span
A	Azalea	Lowe's Shopping Center, Tennessee St., C.K. Steele Plaza, Fallschase Shopping Center	60	6:45 a.m. - 7:30 p.m.
B	Big Bend	Lake Jackson Town Center, Monroe St., C.K. Steele Plaza, Capital Circle SE	60	7:30 a.m. - 7:30 p.m.
D	Dogwood	C.K. Steele Plaza, Providence Neighborhood	60	7:30 a.m. - 7 p.m.
E	Evergreen	TCC, Tharpe St., C.K. Steele Plaza, Park Ave., Walmart Shopping Center	60	7 a.m. - 7:30 p.m.
F	Forest	Lake Jackson Town Center, TCC, StarMetro Offices, C.K. Steele Plaza	60	7 a.m. - 7 p.m.
G	Gulf	Ridge Rd., Governor's Square Mall, C.K. Steele Plaza, Hospital - TMH, Hospital - CRMC	60	7:30 a.m. - 7:30 p.m.
K	Killearn	Walmart Shopping Center, Thomasville Rd., C.K. Steele Plaza	60	7:30 a.m. - 6:30 p.m.
L	Live Oak	Pensacola St., Innovation Park, Orange Ave., Blair Stone Rd., Walmart Shopping Center	45	7:40 a.m. - 7:34 p.m.
M	Moss	Frenchtown, C.K. Steele Plaza, Bond Community, Orange Ave.	60	6:38 a.m. - 7 p.m.
R	Red Hills	C.K. Steele Plaza, Koger Center, Capital Circle NE, Village Commons	60	7:30 a.m. - 7:30 p.m.
S	San Luis	Macon Community, The Centre of Tallahassee, Hospital - TMH, C.K. Steele Plaza, Governor's Square Mall	60	7:30 a.m. - 7:30 p.m.
T	Tall Timbers	TCC, Gaines St., C.K. Steele Plaza, Parkway Center, Koger Center	60	7 a.m. - 7:30 p.m.

Figure 3-8 Saturday Fixed Route Map

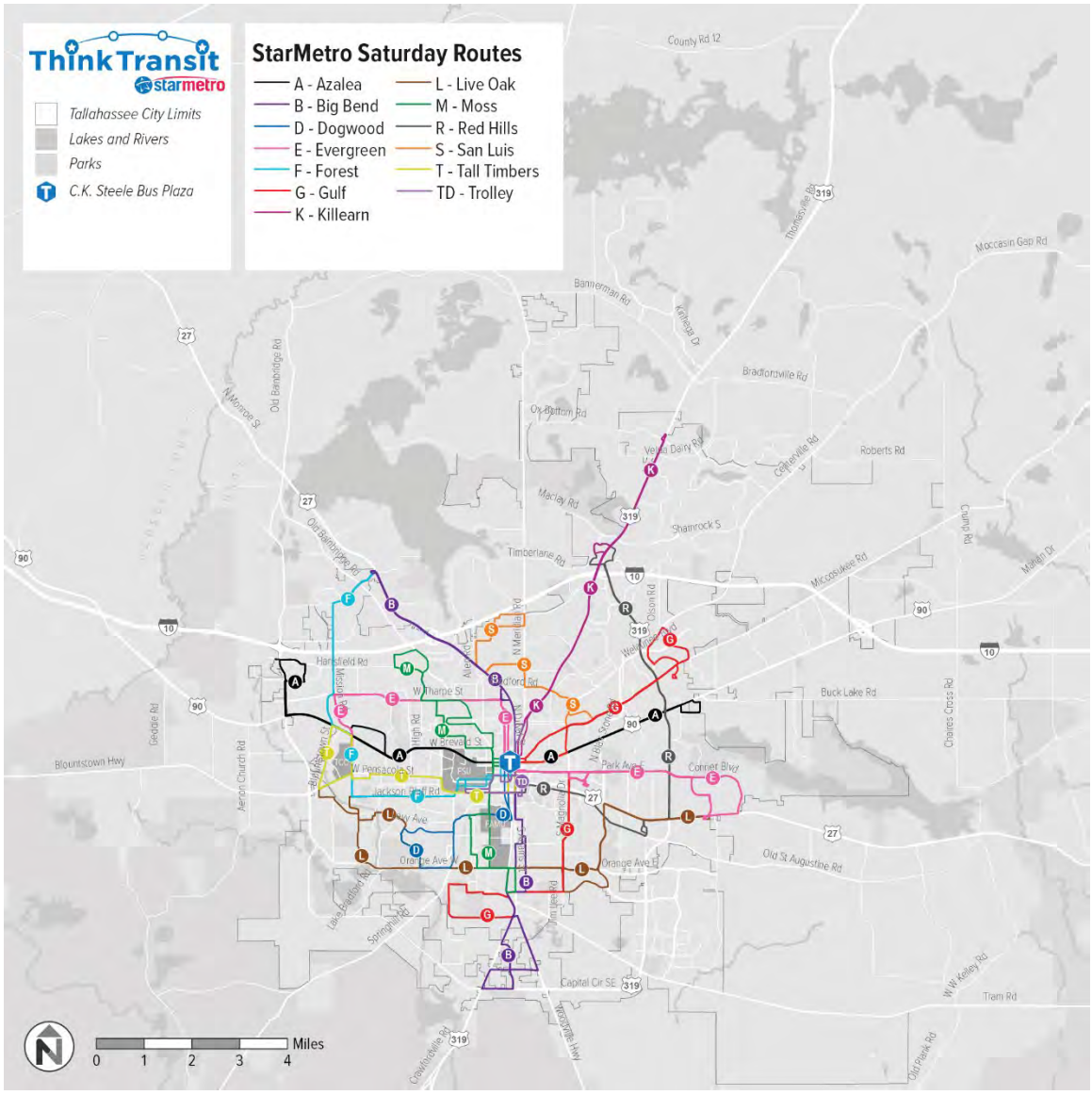
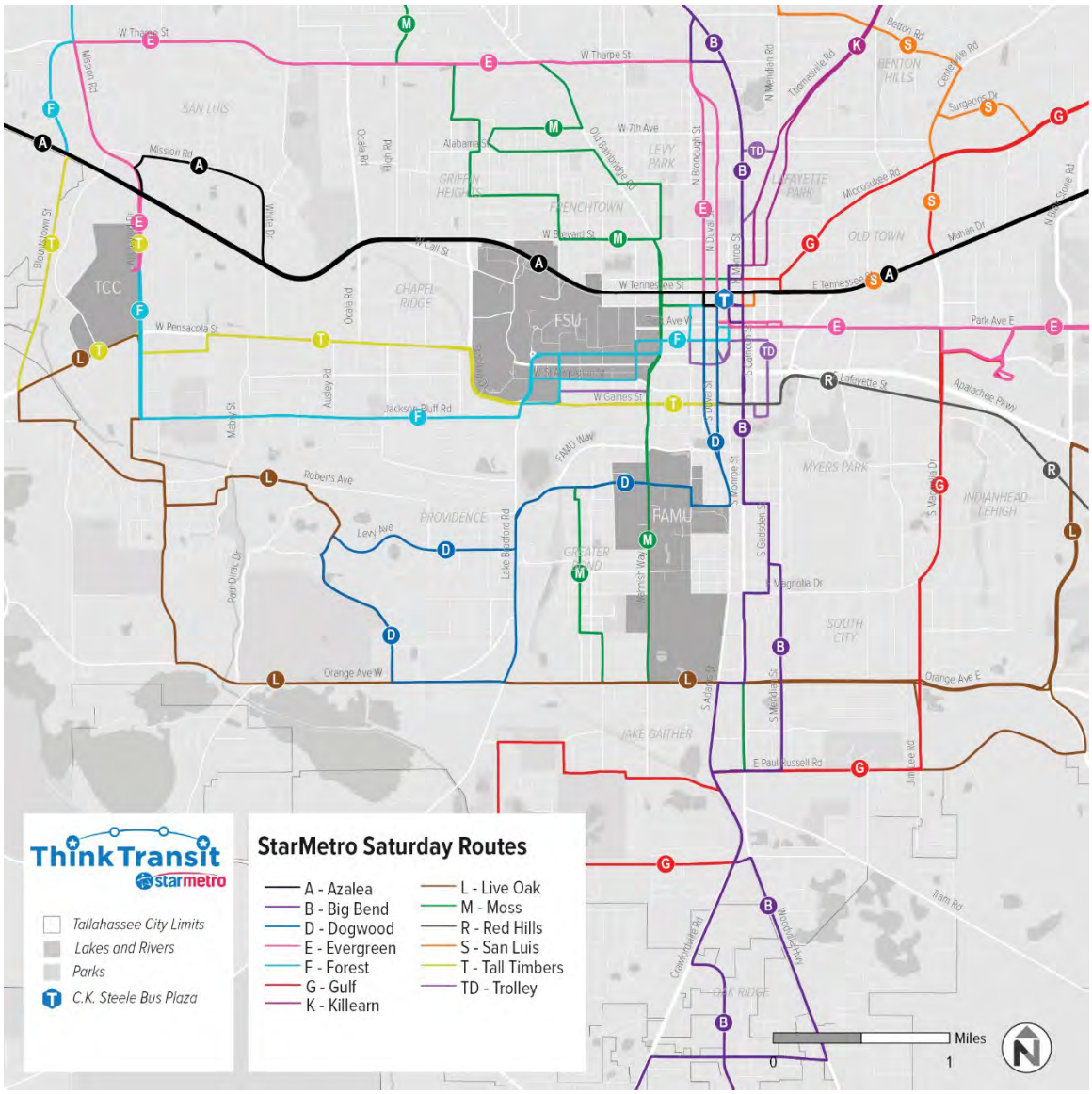


Figure 3-9 Saturday Fixed Route Map - Focus Area



Sunday & Night

The Sunday and Night schedule includes four fixed routes named by numbers 1, 2, 3, and 5. During the Spring 2020 bid period, 7 vehicles were in use during peak Sunday service, which also operates on weekday and Saturday nights from 7 to 10 pm. The Sunday schedule is run on the following holidays: Memorial Day, Independence Day, and Labor Day. No night service is provided on Thanksgiving, Christmas Eve, and the New Year's Eve holiday.

Figure 3-10 Sunday Fixed Route Service Overview

Route	Destinations	Frequency (minutes)	Night Service Span	Sunday Service Span
1	Lowe's Shopping Center, Tennessee St., C. K. Steele Plaza, Governor's Square Mall, Koger Center	60	7:30 - 10:48 p.m.	11:07 a.m. - 6:48 p.m.
2	Macon Community, Monroe St., C.K. Steele Plaza, Woodville Hwy.	60	7:30 - 11 p.m.	10:43 a.m. - 7 p.m.
3	Pensacola St., Gaines St., C.K. Steele Plaza, Lake Bradford Rd.	60	7 - 10 p.m.	11 a.m. - 7 p.m.
5	Frenchtown, C.K. Steele Plaza, Bond Community, South City	60	7 - 11 p.m.	10:34 a.m. - 7 p.m.

Figure 3-11 Sunday & Night Fixed Route Map

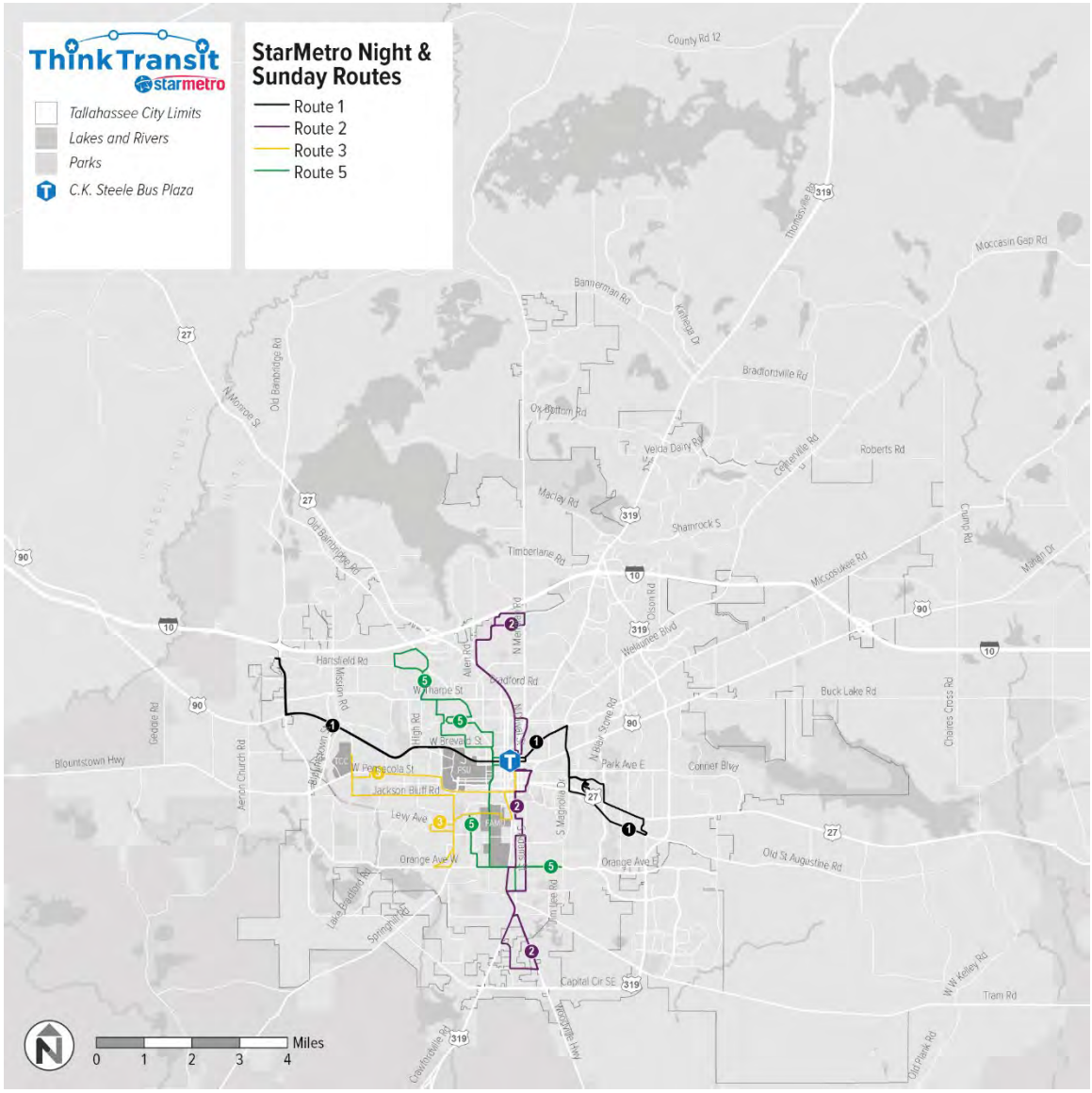
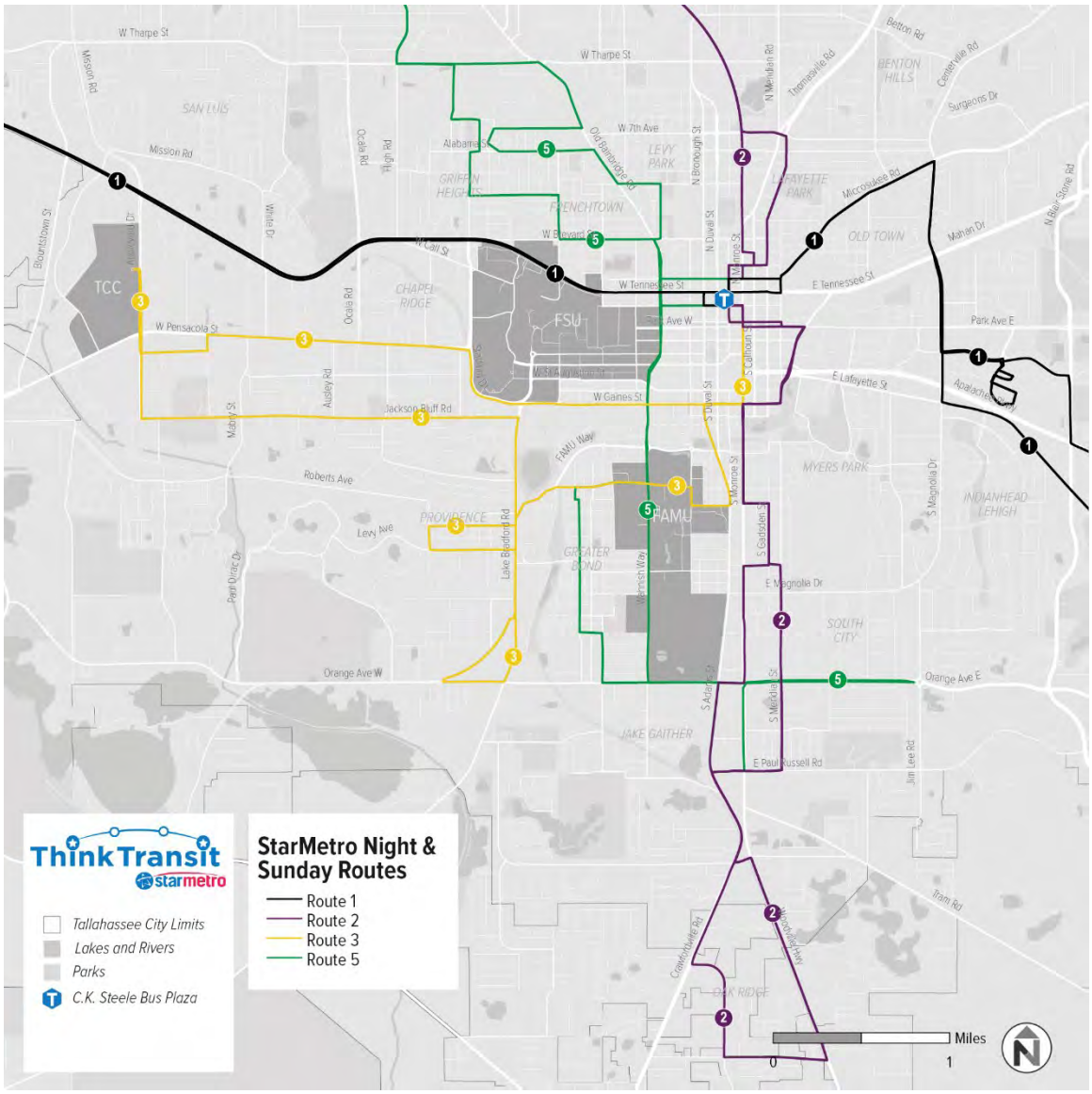


Figure 3-12 Sunday & Night Fixed Route Map - Focus Area



Campus

The City of Tallahassee began providing special campus service to FSU branded as the Seminole Express at the same time Taltran initiated operations in 1973. Today, StarMetro operates eight regular Seminole Express routes and one special event route (the Spirit Express) during home football games.

Campus service was provided to FAMU under the name Venom Express until 2016, when the university canceled the contract and instead began providing in-house campus bus service along two routes.

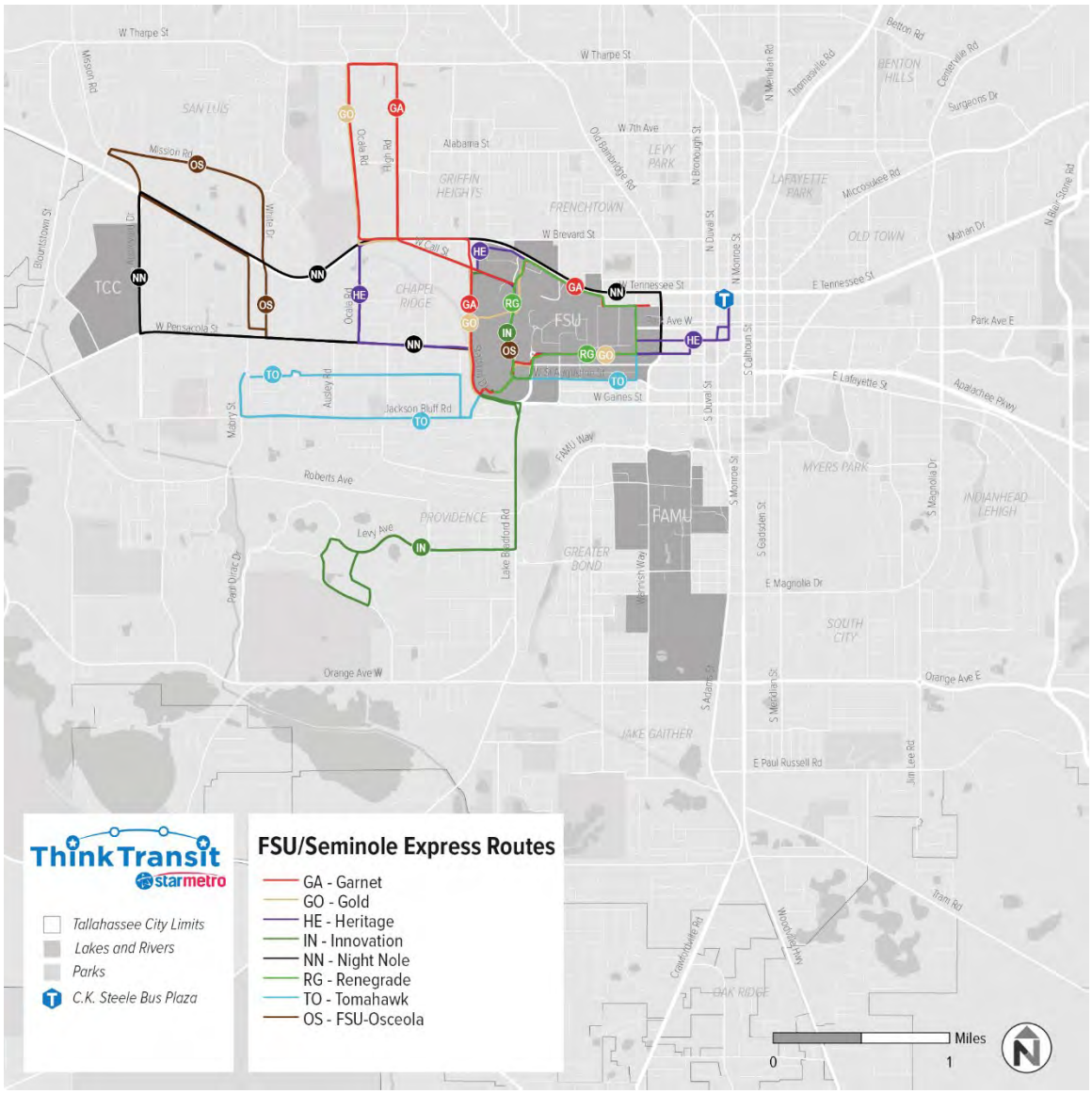
As of the Fall 2019 bid period, all Seminole Express routes operated on 20-minute frequencies.

Figure 3-13 FSU Campus Fixed Route Service Overview

Route	Name	Destinations	Days of Operation	Hours of Operation
GA	Garnet	Ocala St (Northbound), High Road (Southbound), Ocala Corners Shopping, W Call Street, FSU First Circle, FSU Second Circle, Student Union (Eastbound), Jefferson Street (Westbound)	Weekdays	7:00 am – 7:51 pm
GO	Gold	Ocala St (Southbound), High Road (Northbound), W Call Street, FSU First Circle, FSU Second Circle, Student Union (Westbound), Jefferson Street (Eastbound)	Weekdays	7:10 am – 7:57 pm
HE	Heritage	C.K. Steele Plaza, College Avenue, W Call Street, FSU First Circle, FSU Second Circle, Student Union (Eastbound), Jefferson Street (Westbound), Heritage Grove, Ocala Corners Shopping	Weekdays	7:05 am – 8:20 pm
IN	Innovation	FSU First Circle, FSU Second Circle, Lake Bradford Road, Levy Ave, Innovation Park, FSU/FAMU College of Engineering	Weekdays	7:00 am – 8:10 pm
NN	Nite Nole	Tennessee Street (Westbound), Appleyard Drive (Southbound), Pensacola Street (Eastbound), Ocala Road (Northbound), Heritage Grove, High Road (Southbound), W. Call Street, Stadium Drive (Southbound), Jefferson Street (Eastbound), Macomb Street (Northbound)	Weekdays and Saturdays during FSU Fall & Spring semesters only	8:00 pm – 3:00 am*
OS	Osceola	FSU First Circle, FSU Second Circle, Call Street (Westbound), Stadium Drive (Southbound), Pensacola Street (Westbound), White Drive, Mission Road, Tennessee Street, Dixie Drive	Weekdays	7:00 am – 8:15 pm
RE	Renegade	Counter-clockwise campus loop	Weekdays	7:00 am – 7:50 pm
TO	Tomahawk	FSU First Circle, FSU Second Circle, Bellevue Way (Westbound), Jackson Bluff Road (Eastbound), Madison Street (Eastbound), Jefferson Street (Westbound)	Weekdays	7:00 am – 7:35 pm

*Due to the COVID-19 pandemic, service began ending at 11:00pm as of March 2020 through at least January 2021.

Figure 3-14 FSU Seminole Express Map



Flex

StarMetro operates two flexible or “flex” routes on weekdays. Flex routes combine characteristics of traditional fixed route service with demand response service by following a defined route with designated stops, while also offering the opportunity to deviate from the defined route to pick up and drop off customers within an outlined service area upon request. Trip requests must be made by phone at least two hours in advance. Fares for Flex service follow the same structure as applies to fixed route. Flex service operates using three accessible paratransit vehicles.

Figure 3-15 FLEX Ridership by Month by Service Area, January-December 2019

Month	Lake Jackson	Southside	Total
Jan-19	341	483	**824**
Feb-19	399	455	**854**
Mar-19	386	472	**858**
Apr-19	409	515	**924**
May-19	364	542	**906**
Jun-19	282	419	**701**
Jul-19	303	436	**739**
Aug-19	338	558	**896**
Sep-19	361	481	**842**
Oct-19	362	612	**974**
Nov-19	257	433	**690**
Dec-19	202	461	**663**
Total	**4,004**	**5,867**	**9,871**

Lake Jackson

The Lake Jackson flex route began in 2014, providing service to businesses and residences in the area west of Lake Jackson. The flex route arrives hourly at its anchor point, the Lake Jackson Town Center. The Oak Valley Shopping Center is within the flex route's service area, and passengers can also use the service to transfer to the Big Bend, Forest, and Havana Express routes.

Southside

The Southside flex route began operations in 2016. It has set hourly arrival times at the South Monroe Commons Shopping Center. Important destinations accessible from this flex route include the Veterans' Affairs (VA) Clinic, the County Health Department, the Bond Clinic, Second Harvest of the Big Bend, and Tallahassee Veteran Village.

Express

Gadsden

The Gadsden Express bus service connects Quincy and Tallahassee with stops in Midway and at TCC. The route is operated by BBT and funded through a partnership between Gadsden County, FDOT, StarMetro, RideOn (formerly Commuter Services of North Florida), and CRTPA. The fare for a one-way trip is $1.00, with 20- and 40-trip passes sold for $18 and $35, respectively. Service is available Monday through

Saturday except for New Year's Day, Dr. Martin Luther King Jr. Day, Thanksgiving, and Christmas. The first trip leaves Quincy at 6 a.m. and the last arrives back at 7 p.m.

Havana

The Havana Express is operated by BBT and connects residents of Havana from the Havana City Hall to Lake Jackson Town Center, where riders may connect to the Big Bend, Forest, and Lake Jackson Flex routes. The fare for a one-way trip is $1.00. Available passes are the same as those offered for the Gadsden Express, at $18 for a 20-trip pass and $35 for a 40-trip pass.

SouthWood

The SouthWood Express route is operated by BBT and runs between the Capital Circle Office Complex, the SouthWood Planned Unit Development (PUD), and C.K. Steele Plaza on weekdays, using two vehicles during peak service.

Trolley

StarMetro's "The T" trolley service is designed to facilitate access to restaurants and other entertainment venues on weekdays during lunch and on weekend evenings. During the Legislative Session (either January to March or March to May depending on the year), the Lunchtime Trolley operates on weekdays from 11:30 a.m. to 2:50 p.m. on 20-minute headways. Two separate lunchtime routes are available: Midtown and CollegeTown. During normal StarMetro operations, the Dinner Trolley operates Fridays and Saturdays from 4:30 p.m. to 1 a.m. on 30-minute headways. The single Dinner Trolley route serves both Midtown and CollegeTown. Real time vehicle location information is available on the City's website, along with a list of destinations and each business's website. Fares for the trolley are free.

Special Event Service

StarMetro provides special event service (unofficially Route J4) to the annual July 4th "Celebrate America" Independence Day fireworks event at Tom Brown Park. The fare-free service runs on 15-minute frequencies between the Koger Center on Capital Circle SE and Tom Brown Park from 5 p.m. to 8:30 p.m. before the event and after the event until 11 p.m.

Fares

Reduced fares are available to seniors 60 years or older, people with disabilities, and those with a Medicare card. Approved human service agencies can purchase reduced passes in bulk for their clients. Children five years of age and younger may ride fare free. Leon County K-12 students can participate in an opt-in fare-free program. FSU and FAMU students ride fare free under the U-PASS program, and TCC students are eligible for reduced pricing for semester passes. Free transfer tickets may be requested from

bus operators and used for up to two transfers within 90 minutes of issuance. Transfer tickets may not be used for round trips or stopovers.

Passes may be purchased using the Token Transit mobile application (introduced in 2016), in person at C.K. Steele Plaza and the StarMetro administrative office, at the ticket vending machine located at C.K. Steele Plaza, or purchased online through Genlink. In-person payments at the booth can be made with cash, debit, or credit card and at the ticket vending machine in cash or credit card.

StarMetro upgraded the fareboxes in all fixed route vehicles to electronic Genfare systems in 2020. The new fareboxes will accept rechargeable smart cards, magnetic stripe cards, mobile tickets/QR codes, and cash.

Figure 3-16 Fixed Route Fare Options

Fare Option	Cost
One-Trip Regular	$1.25
One-Trip Reduced	$0.60
One-Day Unlimited Regular	$3.00
One-Day Unlimited - Reduced	$1.50
Seven-Day Unlimited - Regular	$10.00
Seven-Day Unlimited - Reduced	$7.50
Monthly Pass - Regular	$38.00
Monthly Pass - Reduced	$19.00
Children - Under 5 Years Old	Free
Students - K-12, FAMU, & FSU	Free
Transfers	Free

DEMAND RESPONSE SERVICE PROFILE

StarMetro provides demand response (branded Dial-A-Ride) transportation service, including ADA Complementary Paratransit and Transportation Disadvantaged (TD) services.

Dial-A-Ride service is operated by StarMetro and, as of 2021, four contract providers: BBT, Sessaly Rose, Tomahawk, and Yellow Cab.

Eligibility for Dial-A-Ride service through the Americans with Disabilities Act (ADA) or TD program is determined through a standard assessment. Riders may be determined eligible for ADA service if they are unable to access fixed route service independently due to disability.

Dial-A-Ride service is available on weekdays from 5 a.m. to 11 p.m., Saturdays from 5:45 a.m. to 7:45 p.m., and Sundays from 10:30 a.m. to 7 p.m. Service is not provided

on holidays when fixed route service does not operate. Trips may be scheduled online or via phone up to fourteen days in advance.

ADA Complementary Paratransit

The ADA of 1990 mandates that StarMetro provide paratransit service that is complementary to the fixed route service to individuals with disabilities who cannot access or navigate the fixed route service due to a barrier or their disability. Customer origins and destinations must be within ¾ mile of the fixed route system and during times and days that the routes that serve the origin and destination are operating.

The service is branded as Dial-A-Ride, which is a shared ride, door-to-door service. Service is provided 17 hours a day, 363 days a year, and is monitored by StarMetro paratransit administrative staff. StarMetro currently operates a fleet of 23 accessible paratransit vehicles.

Transportation Disadvantaged

Since 2002, StarMetro has served as the CTC for Leon County as designated by the Florida Commission for the Transportation Disadvantaged (CTD).

TD is defined by Chapter 427, Florida Statutes as follows:

> *"… those persons who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are, therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities, or children who are handicapped or high risk or at-risk as defined in s. 411.202."*

StarMetro provides TD service through an annual grant from the CTD. CTC transportation services throughout Leon County are available to eligible TD customers whose trips cannot be subsidized by another funding agency (referred to as "non-sponsored" trips). Trips are prioritized by purpose, with medical appointments ranking highest.

Fares

The fare for ADA paratransit service is $2.50 per one-way trip if both origin and destination are within ¾ mile of a fixed route bus alignment. TD fares are the same as for ADA paratransit service. Payment may be provided in cash with pre-purchased tokens or through the Token Transit app.

CAPITAL/INFRASTRUCTURE OVERVIEW

StarMetro maintains and utilizes a number of capital resources to support its transit service within Tallahassee. This section details StarMetro's capital and infrastructure assets including facilities, bus stops, and rolling stock.

Facilities

C.K. Steele Plaza

C.K. Steele Plaza has been StarMetro's activity hub and primary transit center for over 35 years. Located at 111 W. Tennessee Street in downtown Tallahassee, the bus plaza has 24 gates serving 16 weekday routes. Additionally, restrooms and an information booth are accessible at the plaza. Plans call for future redevelopment of C.K. Steele Plaza into a multi-story/multi-use facility. The redevelopment could facilitate the co-location of StarMetro administrative offices and the transit center allowing for maintenance yard expansion opportunities at the current headquarters on Appleyard Drive.

The StarMetro customer operations call center is located at the Gemini Building on North Adams Street, about two blocks north of C.K. Steele Plaza

StarMetro Administration Office

StarMetro's administration offices are located at 555 S. Appleyard Drive. The building is 41 years old and is home to the agency's administrative offices, bus parking facility, and maintenance garage. Dispatch, scheduling, vehicle maintenance, accounting, safety training, as well as planning, are provided at this location for both fixed route and demand response services.

Southside Transit Center

StarMetro's route structure allows for transfers across the system rather than exclusively at C.K. Steele Plaza. As such, StarMetro is planning and designing a Southside Transit Center including bus bays and amenities to enhance the customer experience. The new facility will be located on the northwest corner of Orange Ave and Meridian St. The Big Bend, Gulf, Live Oak and Moss routes currently operate close to the planned transit center.

Park and Ride

One FDOT park and ride lot is located in South Tallahassee at 3550 Woodville Highway. The lot accommodates 16 parking spaces and is within a short walking distance of the Gulf Route and Big Bend Route, as well as Route 2 on Sundays and evenings. StarMetro also utilizes several commercial parking lots as park and ride lots.

Bus Stops

There are 967 bus stops in the StarMetro system. Depending on the frequency of use of the stop, certain amenities area available. These amenities can include a shelter, seating (e.g., two-seat bus pole or bench), a trash can, and/or a bike rack.

Rolling Stock

As of January 2021, StarMetro maintains 96 revenue vehicles to support its fixed-route and on-demand transit services. The average age of revenue vehicles is six years. Further, the average condition of vehicles was rated as an eight based on physical appearance, maintenance requirements, and safety and accessibility according to StarMetro's Transit Asset Management Plan.

The current fleet is a mix of gasoline, diesel, compressed natural gas (CNG), and electric powered vehicles. The City of Tallahassee and StarMetro remain committed to sustainability and as such, the agency plans to transition its fixed route fleet to all electric vehicles by 2035. StarMetro continues to invest in electric vehicle capabilities across its system to support the transition to all electric. Figure 3-17 below summarizes the agency's rolling stock, in terms of quantity, condition, and age.

All fixed route vehicles are lift/ramp equipped and accessible to persons with disabilities, including those who use mobility devices. These buses are also equipped with destination signs and audio stop information for customers with visual impairments.

All StarMetro paratransit vehicles are equipped with Ranger Mobile Data Terminals (MDTs), which provide Global Positioning Satellite (GPS) services, and Computer Aided Dispatch (CAD) services.

Figure 3-17 StarMetro Rolling Stock

Revenue Vehicles	Total Number	Average Condition	Average Age	Useful Life Benchmark
Bus, Diesel, 30'	6	7	12	14
Bus, Diesel, 35'	21	8	11	14
Bus, Diesel, 40'	27	9	8	14
Bus, CNG, 30'	3	10	3	14
Bus, CNG, 35'	6	10	1	14
Bus, Electric, 35'	4	9	6	14
Cutaway Bus, Gasoline	1	8	5	10
Cutaway Bus, CNG	18	9	2	10
Cutaway Bus, CNG, Low Floor	4	10	2	10
Trolleybus	5	7	8	13
Van, ADA	7	8	2	8
Van, Non-ADA	9	10	2	8
Total/ Average	**111**	**9**	**5**	**-**

Source: StarMetro Transit Asset Management Plan (2018)

Amenities

All fixed route buses are equipped with front racks that can hold up to two bicycles. The racks are available to riders on a first come first served basis. Free Wi-Fi is also available on all fixed route vehicles and at C.K. Steele Plaza.

StarMetro launched the Find My Bus app in 2015. This feature allows participants to track their bus in real-time. The Find My Bus feature is available in the existing City of Tallahassee mobile application, DigiTally, and is available for free download on iOS and Android devices. StarMetro also offers the Token Transit mobile fare app and has partnered with Moovit to provide multimodal trip planning that incorporates the availability and location of other modes of transportation, such as TNCs, e-bikes and e-scooters.

TransLoc mobile application is also available for real time bus tracking and trip planning. Arrival times and vehicle locations for the express routes operated by Big Bend Transit can be viewed online in real time (http://www.bigbendtransit.ridesystems.net/routes).

It is StarMetro's goal to provide a seating amenity at every bus stop on the fixed route system. The determination of which amenities are to be installed at a bus stop takes into account a number of factors:

- Average daily boarding

- Proximity to major trip generators
- Passenger activity
- Surrounding land uses and available right-of-way
- Planned development
- Customer and community requests

TREND ANALYSIS

The purpose of the trend analysis is to understand how the system's performance has changed over time. A five-year period was examined to identify significant anomalies or changes and discuss possible causal factors. Trends were analyzed for both fixed route and demand response services using three categories of metrics: General Performance Indicators, Effectiveness Measures, and Efficiency Measures. Data for all measures was gathered through the 2019 National Transit Database data reported through the Florida Transit Information System (FTIS) website.

Fixed Route

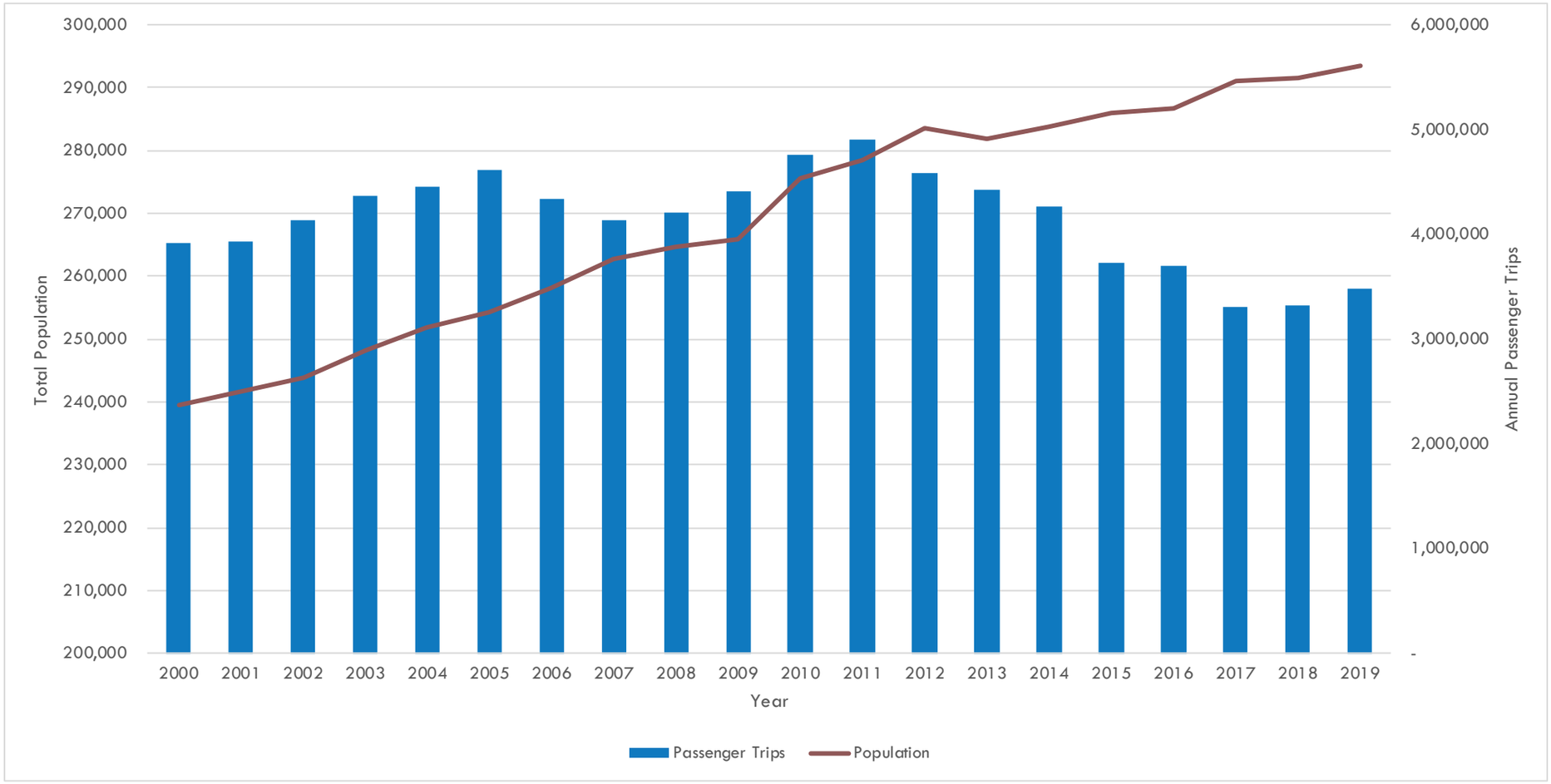
StarMetro's fixed route General Performance Indicators over the five-year period are shown in Figure 3-18 to Figure 3-21. To better observe change over time, the Service Area Population was updated from the NTD-reported values to the annual population estimates provided by the University of Florida's Bureau of Economic and Business Research (BEBR). For this reason, the reported values slightly differ from those under the Peer Analysis. The Peer Analysis maintained the static service area population to enable equivalent comparison to peer agency data.

StarMetro trends in the Efficiency Measures are displayed in Figure 3-22 to Figure 3-24. These are followed by the trend results for StarMetro's Effective Measures, which are displayed in Figure 3-25 to Figure 3-27.

Figure 3-18 General Performance Indicators - Fixed Route

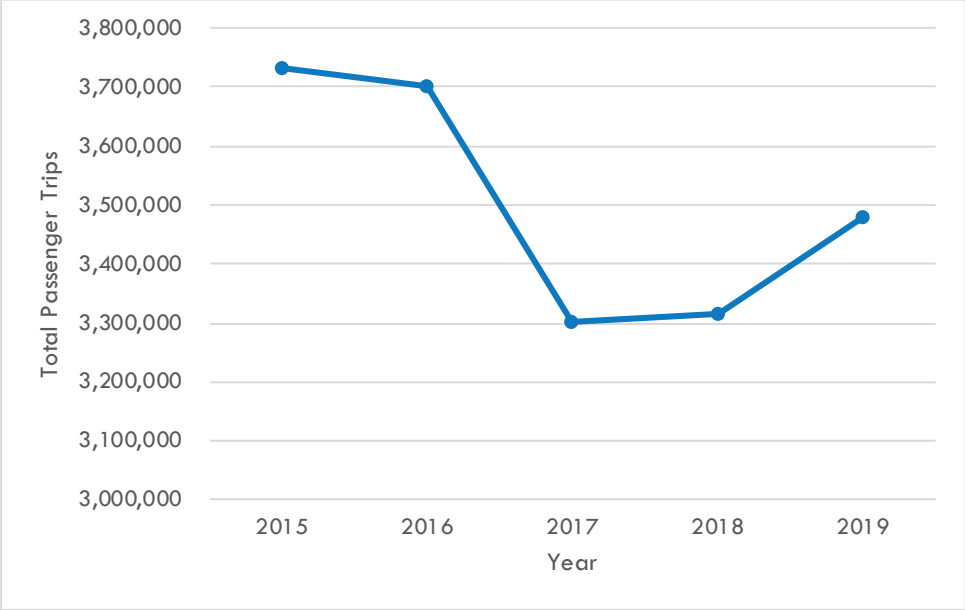
GENERAL INDICATORS	2015	2016	2017	2018	2019	Percent Change (FY 18-19)	Percent Change (FY 15-19)
Service Area Population	187,996	189,675	189,625	192,381	195,713	1.7%	4.1%
Service Area Size (square miles)	102	102	102	102	102	0.0%	0.0%
Service Area Population Density (persons per square mile)	1,843	1,860	1,859	1,886	1,919	1.7%	4.1%
Passenger Trips	3,732,277	3,701,381	3,302,667	3,316,766	3,480,410	4.9%	-6.7%
Passenger Miles	11,651,149	11,418,127	8,055,605	9,483,605	9,943,231	4.8%	-14.7%
Average Trip Length (in miles)	3.12	3.08	2.44	2.86	2.86	-0.1%	-8.5%
Vehicle Miles	2,078,903	2,237,851	2,130,772	2,343,448	2,428,767	3.6%	16.8%
Revenue Miles	2,015,458	2,169,975	2,056,339	2,238,742	2,328,471	4.0%	15.5%
Vehicle Hours	214,252	217,297	198,052	184,633	192,877	4.5%	-10.0%
Revenue Hours	207,990	212,252	193,140	180,382	188,831	4.7%	-9.2%
Route Miles	236	235	236	254	268	5.5%	13.4%
Total Operating Expense	$13,806,484	$14,706,880	$14,068,274	$14,299,201	$15,775,543	10.3%	14.3%
Total Maintenance Expense	$2,532,382	$3,211,065	$2,819,743	$3,062,174	$3,506,825	14.5%	38.5%
Passenger Fare Revenues	$5,269,801	$5,237,959	$4,502,276	$4,354,669	$4,628,109	6.3%	-12.2%
Total Employee FTEs	173	171	157	173	170	-1.7%	-1.9%
Operating Employee FTEs	136	134	128	143	139	-2.6%	2.3%
Maintenance Employee FTEs	29	29	25	26	28	5.9%	-4.9%
Administrative Employee FTEs	8	7	4	4	3	-17.7%	-61.1%
Vehicles Available for Maximum Service	80	80	77	68	69	1.5%	-13.8%
Vehicles Operated in Maximum Service	65	68	68	57	57	0.0%	-12.3%
Spare Ratio (%)	23	18	13	19	21	9.1%	-8.8%
Total Gallons Consumed	605,781	615,994	562,420	628,574	621,408	-1.1%	2.6%
Total Energy Consumed (KW-Hours)	165,951	240,220	146,999	137,304	76,001	-44.6%	-54.2%

Figure 3-19 Leon County Population & StarMetro Passenger Trips (2000-2019)



StarMetro's total fixed route Annual Passenger Trips have generally declined since 2015, with a slight uptick in 2019.

Figure 3-20 Total Annual Passenger Trips FY 15-19



StarMetro's total fixed route Annual Passenger Miles have remained relatively steady with a slight decline since 2015, increasing slightly in 2019.

Figure 3-21 Total Annual Passenger Miles FY 15-19 – Fixed Route

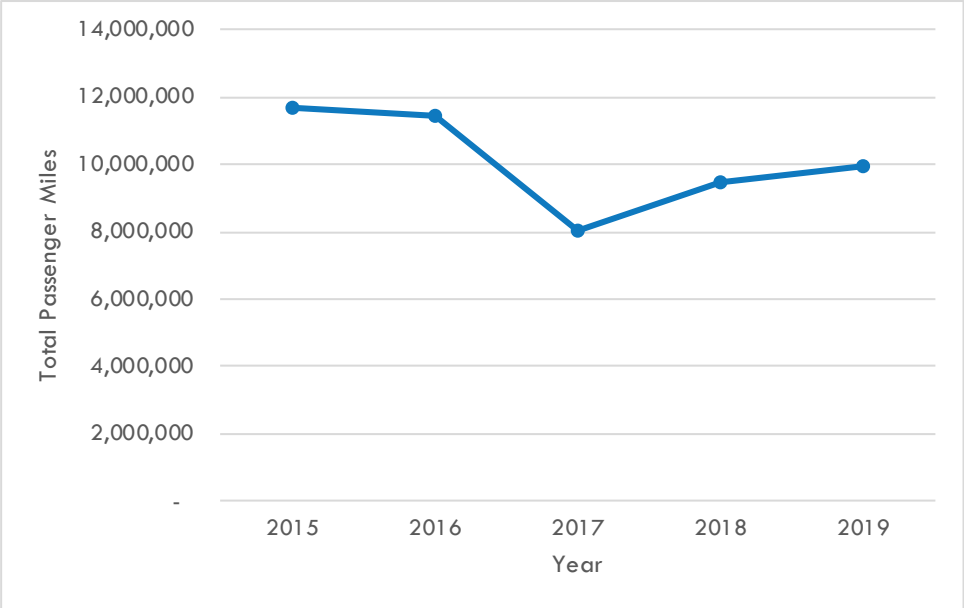
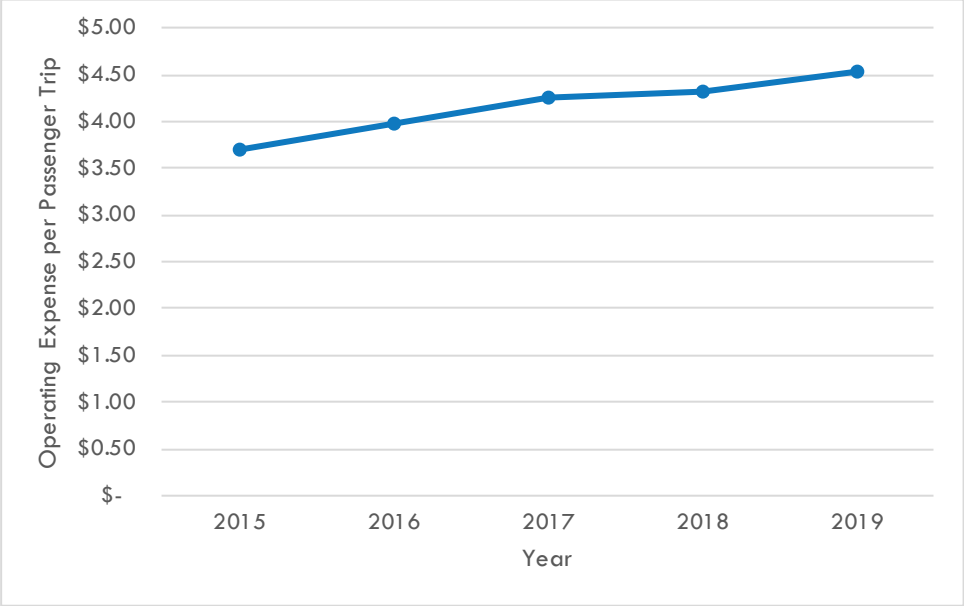


Figure 3-22 Efficiency Measures – Fixed Route

EFFICIENCY MEASURES	2015	2016	2017	2018	2019	Percent Change (FY 18-19)	Percent Change (FY 15-19)
COST EFFICIENCY							
Operating Expense Per Capita	$73.44	$77.54	$74.19	$74.33	$80.61	8.4%	9.8%
Operating Expense Per Peak Vehicle	$212,407	$216,278	$206,886	$250,863	$276,764	10.3%	30.3%
Operating Expense Per Passenger Trip	$3.70	$3.97	$4.26	$4.31	$4.53	5.1%	22.5%
Operating Expense Per Passenger Mile	$1.19	$1.29	$1.75	$1.51	$1.59	5.2%	33.9%
Operating Expense Per Revenue Mile	$6.85	$6.78	$6.84	$6.39	$6.78	6.1%	-1.1%
Operating Expense Per Revenue Hour	$66.38	$69.29	$72.84	$79.27	$83.54	5.4%	25.9%
Maintenance Expense Per Revenue Mile	$1.26	$1.48	$1.37	$1.37	$1.51	10.1%	19.9%
Maintenance Expense Per Operating Expense	$18.34	$21.83	$20.04	$21.71	$22.23	2.4%	21.2%
OPERATING RATIOS							
Farebox Recovery (%)	38.2	35.6	32.0	30.5	29.3	-3.7%	-23.1%
VEHICLE UTILIZATION							
Vehicle Miles Per Peak Vehicle	31,983	32,910	31,335	41,113	42,610	3.6%	33.2%
Vehicle Hours Per Peak Vehicle	3,296	3,196	2,913	3,239	3,384	4.5%	2.7%
Revenue Miles Per Vehicle Mile	0.97	0.97	0.97	0.96	0.96	0.4%	-1.1%
Revenue Miles Per Total Vehicle	25,193	27,125	26,706	32,923	33,746	2.5%	33.9%
Revenue Hours Per Total Vehicle	2,600	2,653	2,508	2,653	2,737	3.2%	5.3%
LABOR PRODUCTIVITY							
Revenue Hours Per Employee FTE	1,200	1,244	1,231	1,024	1,085	6.0%	-9.6%
Passenger Trips Per Employee FTE	21,526	21,695	21,052	19,011	20,268	6.6%	-5.8%
ENERGY UTILIZATION							
Vehicle Miles Per Gallon	n/a	3.8	n/a	n/a	6.3	n/a	n/a
Vehicle Miles Per Kilowatt-Hour	n/a	n/a	n/a	n/a	n/a	n/a	n/a
FARE							
Average Fare	$1.41	$1.42	$1.36	$1.31	$1.33	1.3%	-5.8%

StarMetro's fixed route Operating Expense per Passenger Trip increased from 2015 to 2019.

Figure 3-23 Operating Expense per Passenger Trip FY 15-19 – Fixed Route



StarMetro's fixed route Operating Expense per Passenger Mile increased slightly from 2015 to 2019, with the highest cost per mile reported in 2017.

Figure 3-24 Operating Expense per Passenger Mile FY 15-19 – Fixed Route

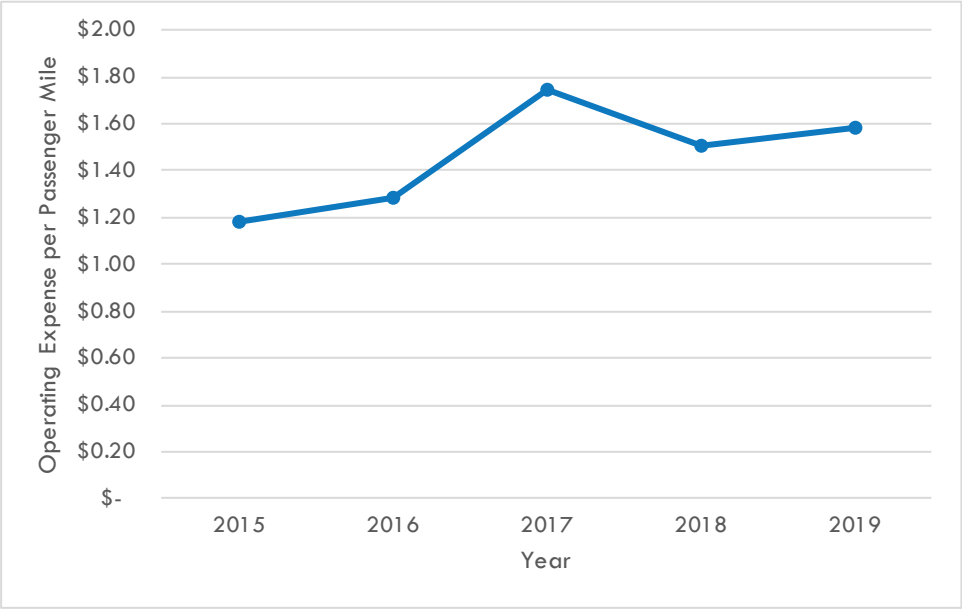
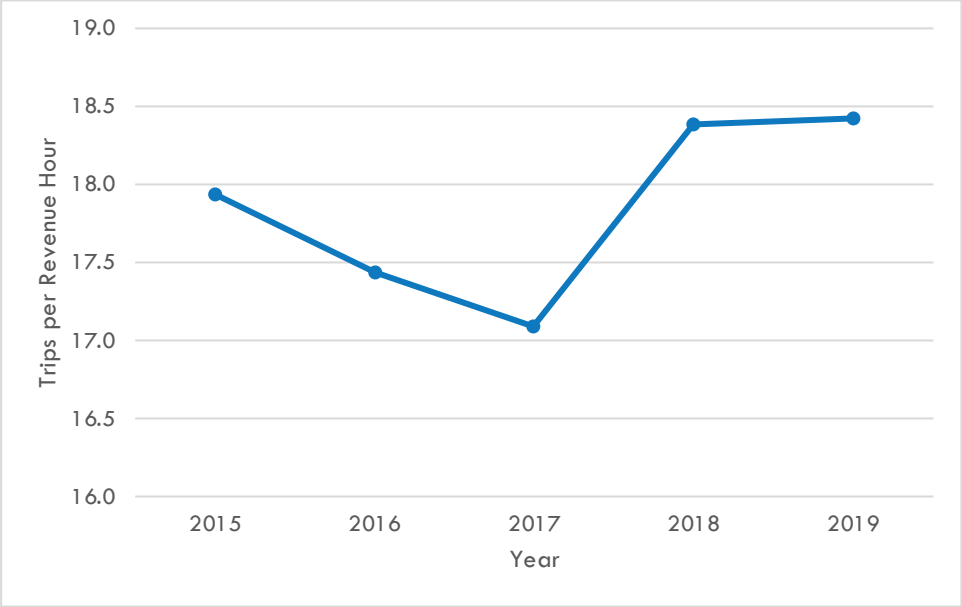


Figure 3-25 Effectiveness Measures - Fixed Route

EFFECTIVENESS MEASURES	2015	2016	2017	2018	2019	Percent Change (FY 18-19)	Percent Change (FY 15-19)
SERVICE SUPPLY							
Vehicle Miles Per Capita	11.1	11.8	11.2	12.2	12.4	2%	12%
SERVICE CONSUMPTION							
Passenger Trips Per Capita	19.9	19.5	17.4	17.2	17.8	3%	-10%
Passenger Trips Per Revenue Mile	1.9	1.7	1.6	1.5	1.5	1%	-19%
Passenger Trips Per Revenue Hour	17.9	17.4	17.1	18.4	18.4	0%	3%
QUALITY OF SERVICE							
Average Speed (RM/RH)	9.7	10.2	10.6	12.4	12.3	-1%	27%
Average Headway (in minutes)	n/a	21.2	20.8	21.5	22.8	6%	n/a
Average Age of Fleet (in years)	6.9	7.9	7.9	9.1	7.4	-19%	8%
Number of Incidents	19	12	3	8	5	-38%	-74%
Number of Vehicle System Failures	162	170	210	225	697	210%	330%
Revenue Miles Between Incidents	106,077	180,831	685,446	279,843	465,694	66%	339%
Revenue Miles Between Failures	12,441	12,765	9,792	9,950	3,254	-67%	-74%
AVAILABILITY							
Revenue Miles Per Route Mile	8,540	9,234	8,713	8,824	8,701	-1%	2%
Weekday Span of Service (in hours)	17.3	18.0	18.0	15.3	n/a	n/a	n/a
Route Miles Per Square Mile of Service Area	2.3	2.3	2.3	2.5	2.6	5%	13%

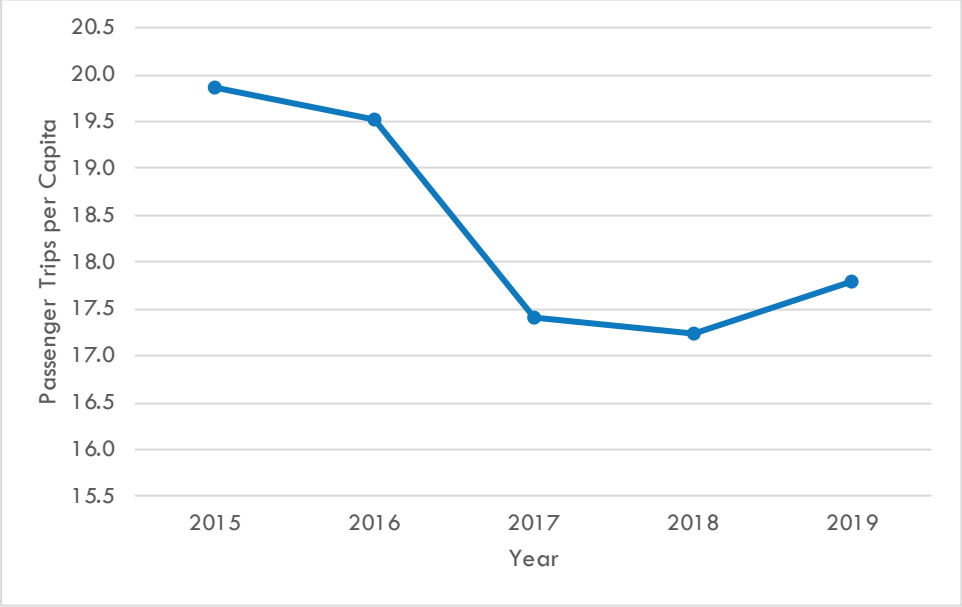
StarMetro's fixed route Passenger Trips per Revenue Hour have increased 3% from 2015 to 2019.

Figure 3-26 Passenger Trips per Revenue Hour FY 15-19 – Fixed Route



StarMetro's fixed route Passenger Trips per Capita decreased 10% from 2015 to 2019, though there was a 3% increase from 2018 to 2019.

Figure 3-27 Passenger Trips Per Capita FY 15-19 - Fixed Route



Demand Response

System characteristics were obtained from the National Transit Database (NTD) for the most recent published five-year period to observe levels of performance and change over time. This evaluation of the overall demand response system's performance combines metrics reported to the NTD under three modes and service types:

- Demand Response, Directly Operated by StarMetro
- Demand Response, Purchased Transportation – Big Bend Transit, Sessaly Rose, Tomahawk
- Demand Response Taxi, Purchased Transportation – Yellow Cab

Significant changes from 2017-2019 are due to the introduction of Purchased Transportation (DR PT) and Demand Response Taxi (DT PT) services to the existing Directly Operated mode (DR DO).

The CTD publishes performance measures in annual CTC performance reports. The 2020 Annual Performance Report published January 1, 2021 included the measures shown in Figure 3-28. In FY 19-20, StarMetro provided 118,564 TD trips per the CTD Annual Performance Report. The FY19-20 Local Coordinating Board (LCB) Annual Review found no areas of noncompliance but noted that the CTC's performance did not meet local standards and goals for on-time performance, no-shows, and complaints per Vehicle Mile Traveled (VMT) and suggested that the CTC investigate strategies to improve these performance areas.

Figure 3-28 CTD FY19/20 Performance Measures

Measure	Value
Cost per trip	$18.82
Cost per paratransit trip	$22.98
Cost per paratransit mile	$1.89
Cost per total mile	$1.88
Average trip per passenger	82.92
Local funding of system	0.67
Accidents per 100,000 miles	0.07
Miles between road calls	12,979

The Demand Response trend results are displayed in Figure 3-29 through Figure 3-37.

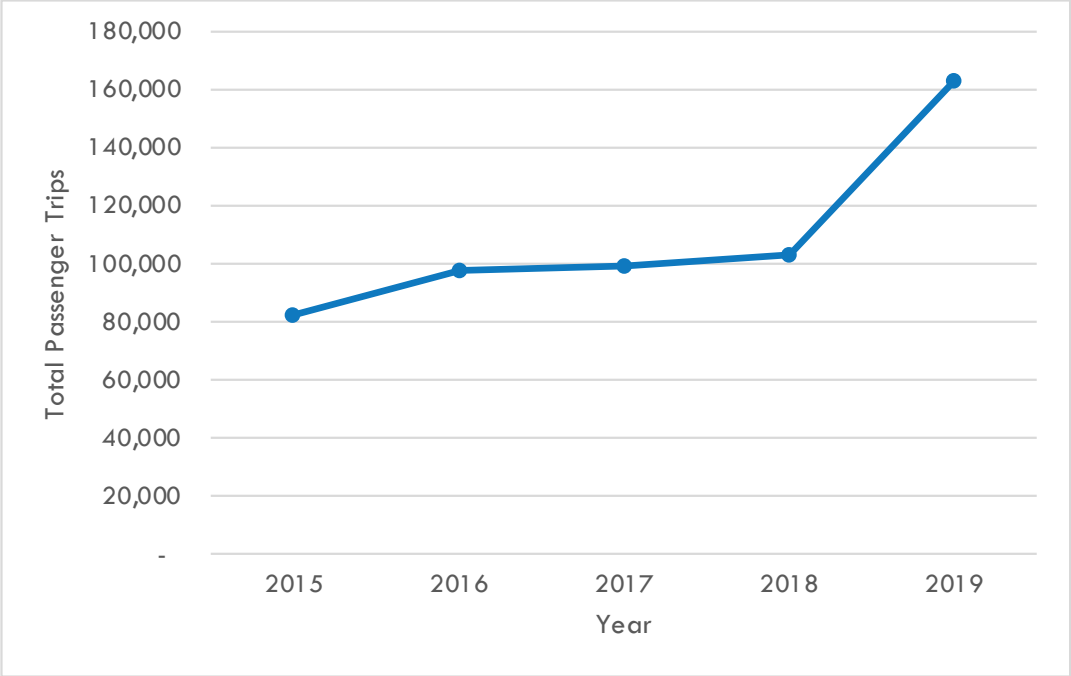
Figure 3-29 General Performance Indicators - Demand Response

GENERAL INDICATORS	2015	2016	2017	2018	2019	Percent Change (FY 18-19)	Percent Change (FY 15-19)
Service Area Population	187,996	189,675	189,625	192,381	195,713	1.7%	4.1%
Service Area Size (square miles)	102	102	102	102	102	0.0%	0.0%
Service Area Population Density	1,843	1,860	1,859	1,886	1,919	1.7%	4.1%
Passenger Trips	82,320	98,037	99,740	103,201	163,021	58.0%	98.0%
Passenger Miles	581,297	668,610	592,602	678,309	1,552,361	128.9%	167.1%
Average Trip Length (in miles)	7.06	6.82	5.94	6.57	9.52	44.9%	34.9%
Vehicle Miles	555,382	662,246	680,414	785,058	1,454,067	85.2%	161.8%
Revenue Miles	482,552	589,821	596,303	713,997	1,264,624	77.1%	162.1%
Vehicle Hours	40,956	47,101	55,173	58,474	98,001	67.6%	139.3%
Revenue Hours	34,244	40,974	47,214	52,346	85,806	63.9%	150.6%
Total Operating Expense	$2,055,287	$2,088,450	$3,701,557	$4,018,711	$5,036,346	25.3%	145.0%
Total Maintenance Expense	$409,281	$493,194	$687,225	$679,677	$1,151,750	69.5%	181.4%
Passenger Fare Revenues	$179,377	$195,622	$211,233	$221,223	$334,305	51.1%	86.4%
Total Employee FTEs	27	48	31	48	35	-27.0%	29.8%
Operating Employee FTEs	21	27	25	40	26	-35.4%	19.6%
Maintenance Employee FTEs	4	16	5	7	9	18.6%	146.9%
Administrative Employee FTEs	2	5	1	1	1	-31.7%	-65.3%
Vehicles Available for Maximum Service	25	25	23	36	82	127.8%	228.0%
Vehicles Operated in Maximum Service	19	18	19	23	73	217.4%	284.2%
Spare Ratio (%)	32	39	21	57	11	-80.6%	-65.2%
Total Gallons Consumed	90,416	101,921	86,234	103,272	131,997	27.8%	46.0%
Total Energy Consumed (KW-Hours)	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Source: NTD Annual Report

StarMetro's total demand response Annual Passenger Trips have generally increased since 2015 to 2019.

Figure 3-30 Total Annual Passenger Trips FY 15-19 - Demand Response



StarMetro's total demand response Annual Passenger Miles have accordingly increased since 2015, with the largest increase from 2018 to 2019.

Figure 3-31 Total Annual Passenger Miles FY 15-19 - Demand Response

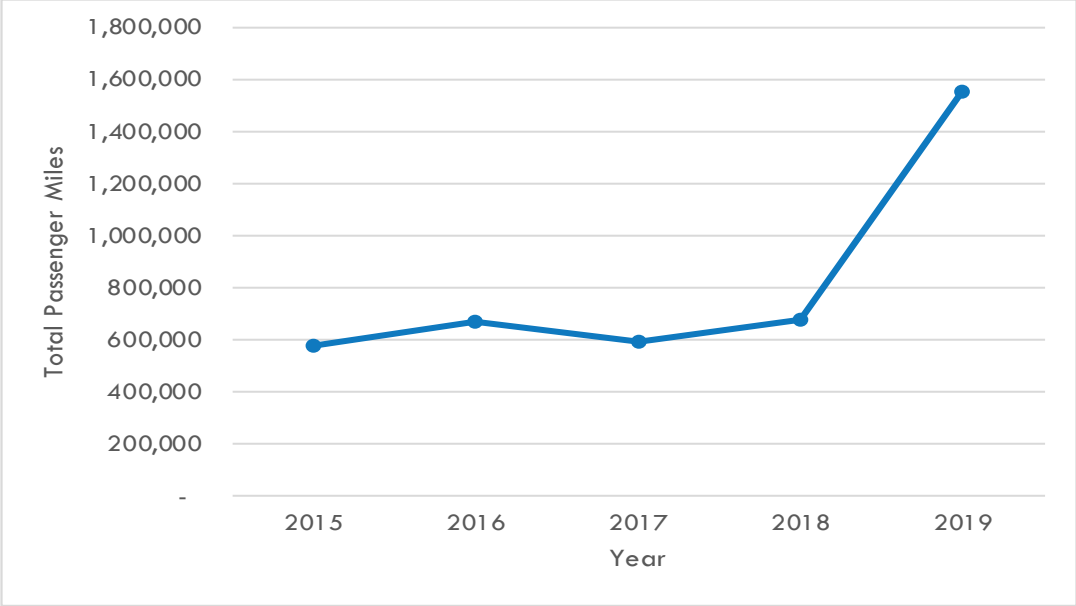


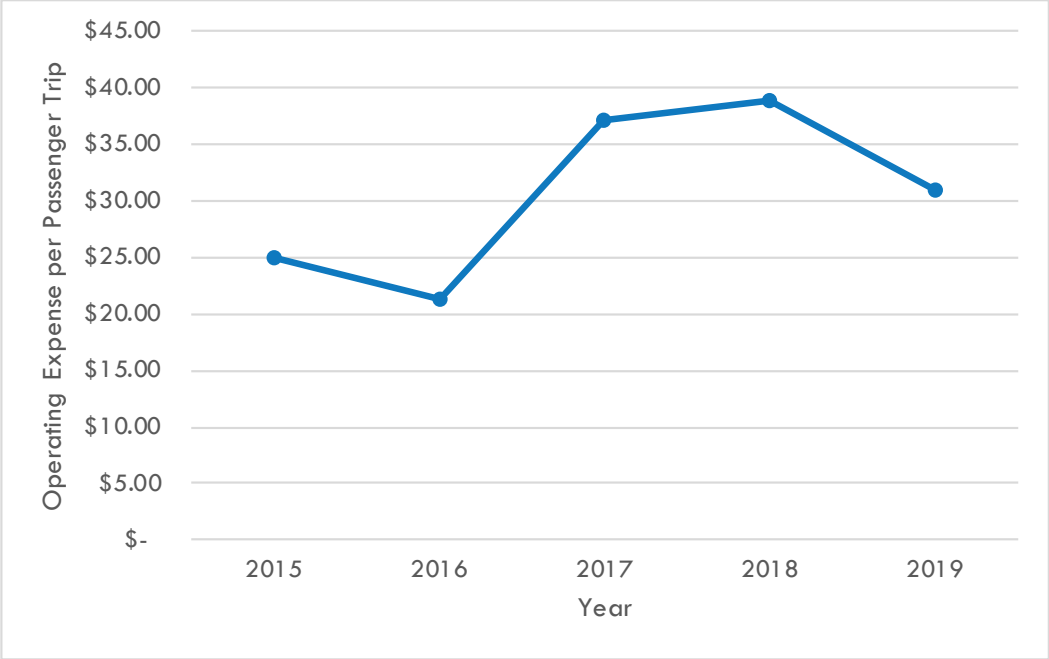
Figure 3-32 Efficiency Measures - Demand Response

EFFICIENCY MEASURES	2015	2016	2017	2018	2019	Percent Change (FY 18-19)	Percent Change (FY 15-19)
COST EFFICIENCY							
Operating Expense Per Capita	$10.93	$11.01	$19.52	$20.89	$25.73	23%	135%
Operating Expense Per Peak Vehicle	$108,173	$116,025	$194,819	$174,727	$68,991	-61%	-36%
Operating Expense Per Passenger Trip	$24.97	$21.30	$37.11	$38.94	$30.89	-21%	24%
Operating Expense Per Passenger Mile	$3.54	$3.12	$6.25	$5.92	$3.24	-45%	-8%
Operating Expense Per Revenue Mile	$4.26	$3.54	$6.21	$5.63	$3.98	-29%	-6%
Operating Expense Per Revenue Hour	$60.02	$50.97	$78.40	$76.77	$58.69	-24%	-2%
Maintenance Expense Per Revenue Mile	$0.85	$0.84	$1.15	$0.95	$0.91	-4%	7%
Maintenance Expense Per Operating Expense	$19.91	$23.62	$18.57	$17.94	$0.23	-99%	-99%
OPERATING RATIOS							
Farebox Recovery (%)	8.7	9.4	5.7	5.5	6.6	21%	-24%
VEHICLE UTILIZATION							
Vehicle Miles Per Peak Vehicle	29,231	36,791	35,811	34,133	19,919	-42%	-32%
Vehicle Hours Per Peak Vehicle	2,156	2,617	2,904	2,542	1,342	-47%	-38%
Revenue Miles Per Vehicle Mile	0.87	0.89	0.88	0.91	0.87	-4%	0%
Revenue Miles Per Total Vehicle	19,302	23,593	25,926	19,833	15,422	-22%	-20%
Revenue Hours Per Total Vehicle	1,370	1,639	2,053	1,454	1,046	-28%	-24%
LABOR PRODUCTIVITY							
Revenue Hours Per Employee FTE	1,268	863	1,513	975	2,448	151%	93%
Passenger Trips Per Employee FTE	3,048	2,064	3,196	1,887	4,651	147%	53%
ENERGY UTILIZATION							
Vehicle Miles Per Gallon	6.1	6.5	7.9	6.7	11.0	64%	79%
FARE							
Average Fare	$2.18	$2.00	$2.12	$2.14	$2.05	-4%	-6%

Source: NTD Annual Report

StarMetro's demand response Operating Expense per Passenger Trip has risen 24% from 2015 to 2019.

Figure 3-33 Operating Expense per Passenger Trip - Demand Response



StarMetro's demand response Operating Expense per Passenger Mile decreased slightly from 2015 to 2019, which the highest cost per mile reported in 2017.

Figure 3-34 Operating Expense Per Passenger Mile FY 15-19 - Demand Response

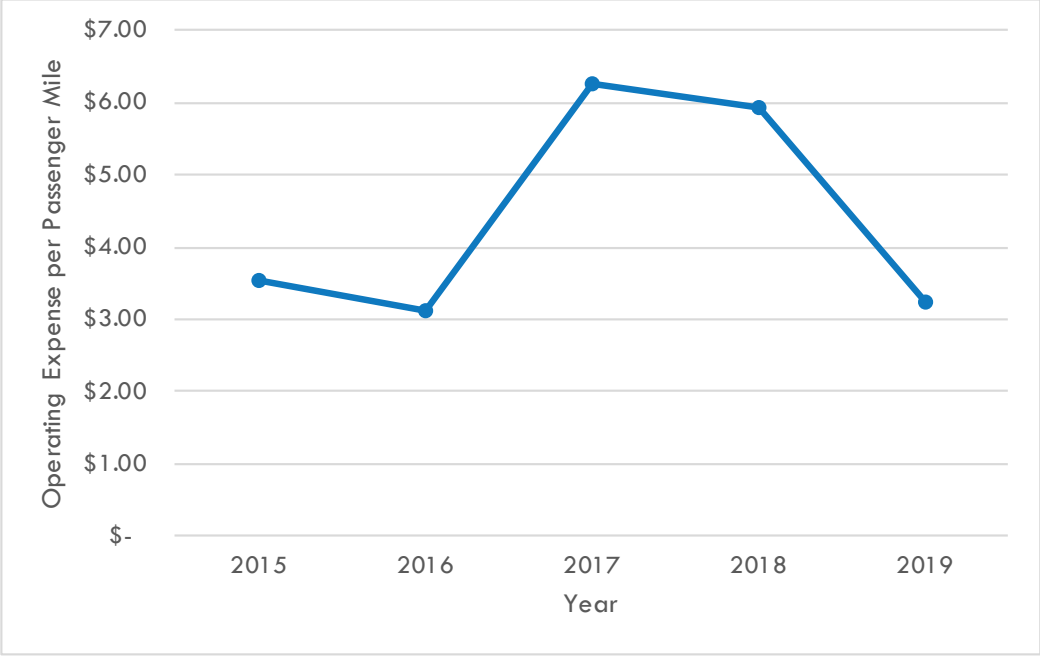


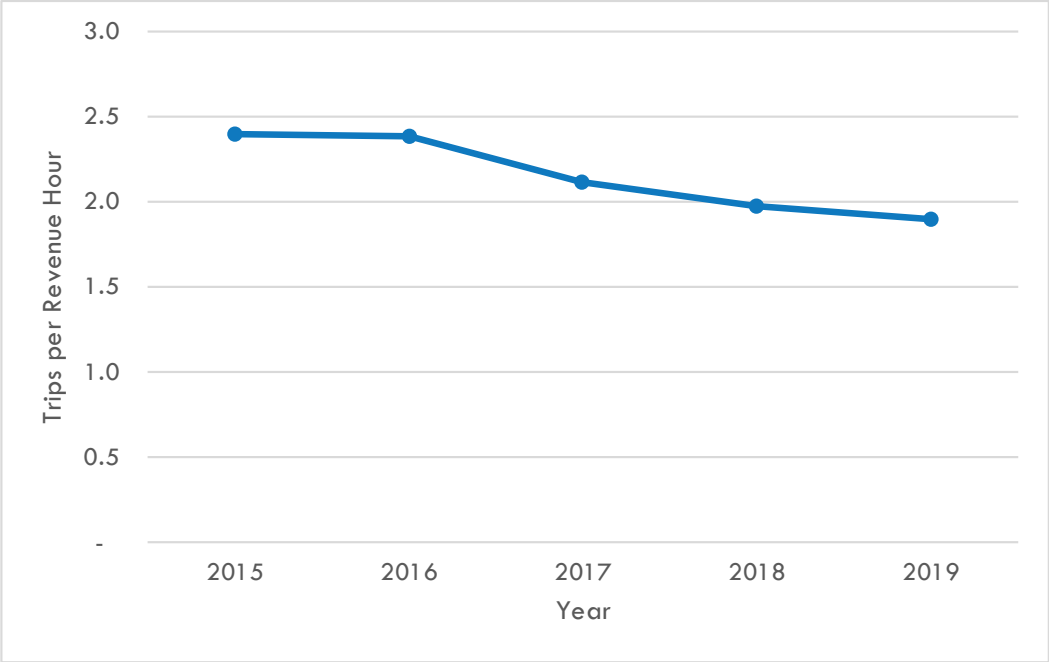
Figure 3-35 Effectiveness Measures - Demand Response

EFFECTIVENESS MEASURES	2015	2016	2017	2018	2019	Percent Change (FY 18-19)	Percent Change (FY 15-19)
SERVICE SUPPLY							
Vehicle Miles Per Capita	3.0	3.5	3.6	4.1	7.4	82.1%	151.5%
SERVICE CONSUMPTION							
Passenger Trips Per Capita	0.4	0.5	0.5	0.5	0.8	55.3%	90.2%
Passenger Trips Per Revenue Mile	0.2	0.2	0.2	0.1	0.1	-10.8%	-24.4%
Passenger Trips Per Revenue Hour	2.4	2.4	2.1	2.0	1.9	-3.6%	-21.0%
QUALITY OF SERVICE							
Average Speed (RM/RH)	14.1	14.4	12.6	13.6	14.7	8.1%	4.6%
Average Age of Fleet (in years)	4.0	2.9	1.5	3.8	3.1	-16.6%	-20.6%
Number of Incidents	3.0	3.0	-	1.0	5.0	400.0%	66.7%
Number of Vehicle System Failures	77	89	53	64	63	-1.6%	-18.2%
Revenue Miles Between Incidents	160,851	196,607	n/a	713,997	228,475	-68.0%	42.0%
Revenue Miles Between Failures	6,267	6,627	11,251	11,156	18,133	62.5%	189.3%
AVAILABILITY							
Weekday Span of Service (in hours)	15.5	15.5	15.5	17.0	17.9	5.1%	15.3%

Source: NTD Annual Reports

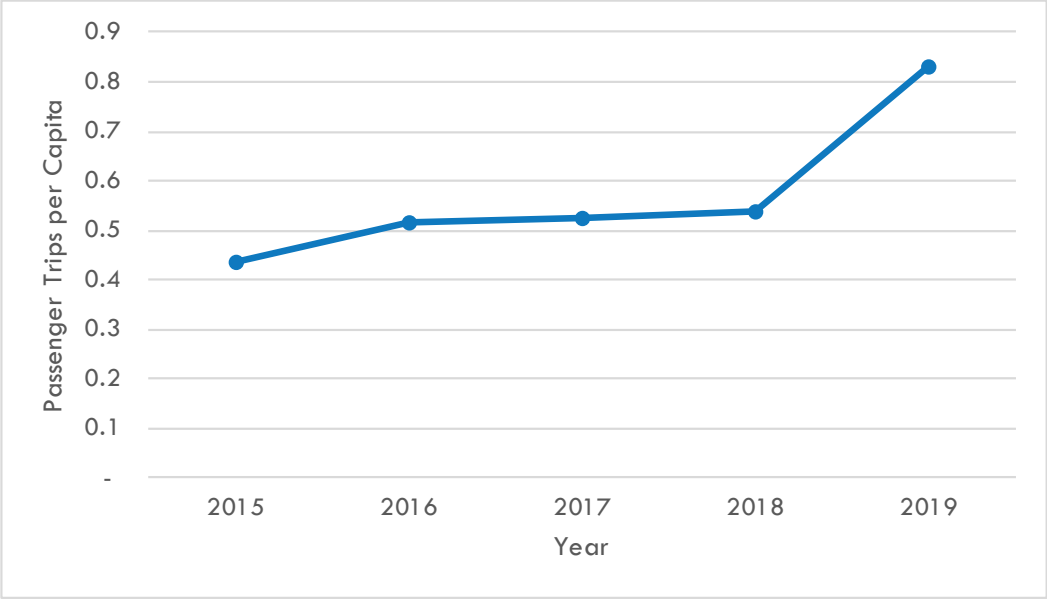
StarMetro's productivity goal level for demand response service is 2.5 trips per revenue hour. This goal was not met in 2019, when productivity was measured at 1.9 trips per revenue hour.

Figure 3-36 Passenger Trips per Revenue Hour FY 15-19 – Demand Response



StarMetro's Passenger Trips per Capita increased 90.2% from 2015 to 2019, with the largest increase from 2018 to 2019.

Figure 3-37 Passenger Trips per Capita FY 15-19 - Demand Response



PEER REVIEW

Peer Group Selection Methodology

Data from the NTD and StarMetro's previous TDP were used to select the peer transit agencies. A peer transit agency comparison was conducted using the FTIS Urban Integrated National Transit Database (UiNTD) using data from 2018, the latest dataset for the Transit Cooperative Research Program (TCRP) Peer Selection methodology. This comparative analysis generates a "likeness" score based upon agency operating factors and community characteristics.

The methodology used to select potential peer transit agencies is similar to the methodology used in StarMetro's previous TDP. The initial dataset included all transit agencies with a likeness score of 1.0 or less. This data was further pared down by eliminating all transit agencies with operating budgets and/or vehicle miles more than twice that of StarMetro. Additionally, the revenue hours per capita and vehicles operating in maximum service for each potential peer agency were compared to StarMetro. Agencies whose metrics deviated more than 20% above or below StarMetro's baseline were eliminated. The remaining agencies were shortlisted for the peer review.

There are some notable differences between the methodology used for selecting peer agencies for this review versus the last TDP. In this methodology, transit agencies outside of the South and Midwest were not excluded. In addition, transit agencies that provided services beyond fixed-route bus or commuter bus service (e.g., bus rapid transit, rail) were also not excluded.

Additional agencies, whose metrics did not meet the above methodology and criteria, were added to the shortlist for a variety of reasons, described below:

- StarMetro requested their addition to the list
- National leadership or significant initiative to fully commit to a zero-emissions fleet
- Received national recognition as a leader in public and customer service
- Presence of a large university in their community
- Serves a state capital area
- Referenced as a peer community in the previous TDP

Peer Group Agencies

The selected peer group agencies include the following:

- Antelope Valley Transit Authority (AVTA)
- City of Albuquerque (ABQ RIDE)
- Indianapolis and Marion County Public Transportation (IndyGo)
- San Joaquin Regional Transit District (RTD)
- Gainesville Regional Transit System (RTS)

- City of Lincoln (StarTran)
- City of Shreveport (SporTran)
- City of Lubbock (Citibus)
- Lexington Transit Authority (Lextran)
- Lane Transit District (LTD)

Figure 3-38 compares peer transit agencies to StarMetro on a variety of factors, including total likeness score, urban area population, total revenue miles operated, total operating budget, and peak vehicles.

Figure 3-38 Comparison of Peer Transit Agencies to StarMetro

Transit Agency	Location	Total Likeness Score	Service Area Population	Peak Vehicles	Revenue Miles Operated	Operating Budget
StarMetro	Tallahassee, FL	0	252,143	57	2,238,742	$14,299,201
AVTA	Lancaster, CA	1.4	350,923	43	2,247,937	$15,604,389
ABQ RIDE	Albuquerque, NM	0.99	761,430	131	5,341,575	$42,812,779
IndyGo	Indianapolis, IN	1.47	1,592,910	138	7,407,788	$73,692,965
RTD	Stockton, CA	1.23	390,112	68	2,036,832	$28,477,581
RTS	Gainesville, FL	0.46	200,429	116	3,707,757	$24,013,605
StarTran	Lincoln, NE	0.51	278,724	56	1,772,855	$11,282,618
SporTran	Shreveport, LA	0.42	299,453	41	2,278,358	$11,439,078
Citibus	Lubbock, TX	0.57	254,921	65	1,904,823	$9,339,067
Lextran	Lexington, KY	0.61	311,989	52	1,866,724	$19,539,115
LTD	Eugene, OR	1.17	261,945	74	3,118,335	$37,023,962

Source: 2019 Transit Agency Profiles (NTD)

Peer Review Analysis

This section compares StarMetro to peer groups in four categories of performance indicators: general measures, effectiveness measures, efficiency measures, and electric vehicle measures. In addition, best practices in public service amongst the peer agencies are highlighted. The general measures, effectiveness measures, and efficiency measures were selected because they are recommended in the Florida Department of Transportation's *TDP Handbook: FDOT Guidance for Preparing and Reviewing Transit Development Plans (2018)*. Electric vehicle measures and best practices in public service were added as aspirational peer review components.

Data for all measures was gathered through the National Transit Database or the agency's website. All measures have used the most recent data available; for most measures this was 2019, except for *Average Speed* and *Average Trip Length* for which the most recent was 2018. All measures were calculated for each peer agency's

motorbus and commuter bus service only, with the exception of *Local Contribution* and *Total Employee FTEs* for which mode-specific data was not available. Lastly, the peer median was provided instead of the peer mean in situations where the data included outliers that significantly skewed the mean in one direction or another.

General Measures

StarMetro's General Measures compared to its peers are summarized in Figure 3-39. Because these measures are not normalized by service area size or population, the fact that StarMetro serves a smaller service area and population directly corresponds to lower values on each other measure. For this reason, measures below the peer average should not be interpreted as indicating less efficient or effective performance.

Figure 3-39 General Performance Indicators Relative to Peer Average

General Measures	StarMetro Relative to Peer Average
Service Area Population	Below
Service Area Size (square miles)	Below
Service Area Population Density (persons per square mile)	Slightly Below
Passenger Trips	Below
Passenger Miles	Below
Vehicle Miles	At Median
Revenue Miles	At Median
Vehicle Hours	At Median
Revenue Hours	At Median
Route Miles	Below
Total Operating Expense	Slightly Below
Passenger Fare Revenues	Slightly Above
Total Employee FTEs	Slightly Below
Vehicles Available for Maximum Service	Below
Vehicles Operated in Maximum Service	Below
Spare Ratio (%)	At Median

Service Area Population

The service area population is the total population in the agency's service area (i.e., where they are providing public transportation). StarMetro's service area population is lower than the peer mean.

Service Area Size

Service area size represents the square mile area in which each agency provides public transportation services. StarMetro's service area size is smaller than the peer mean. However, it should be noted that there was a large variance in peer agency service area size, from 50 to nearly 1,500 square miles.

Service Area Population Density

Service area population density is a measure of the number of people per mile within the service area. StarMetro's service area population density is slightly below the peer mean.

Unlinked Passenger Trips

This measure includes the number of passengers who board buses each year. Passengers are counted each time they board, no matter how many buses they use to travel from their origin to their destination. StarMetro's passenger trips are below the peer mean.

Passenger Miles

Passenger miles calculates the cumulative sum of the distances ridden by each passenger on an annual basis. StarMetro's passenger miles are below the peer mean and are lower than all peer agencies except for StarTran and Citibus.

Vehicle Miles

Vehicle miles are the miles that vehicles travel while in revenue service (i.e., providing public transportation services and able to carry passengers) plus deadhead miles. This measure excludes miles for charter services, school bus service, operator training, and vehicle maintenance testing. StarMetro's vehicle miles are the median for their peer group.

Vehicle Revenue Miles

Vehicle revenue miles include only the number of miles that vehicles travel while in revenue service. StarMetro's vehicle revenue miles are the median for their peer group.

Vehicle Hours

Vehicle hours measure the number of hours vehicles travel while in revenue service (i.e., providing public transportation services and able to carry passengers) plus deadhead hours and layover/recovery time. This measure excludes hours for charter services, school bus service, operator training, and vehicle maintenance testing. StarMetro's vehicle hours are the median of their peer group.

Vehicle Revenue Hours

Vehicle revenue hours include only the number of hours that vehicles travel while in revenue service and layover/recovery time. StarMetro's vehicle revenue hours are the median for their peer group.

Route Miles

Directional route miles include the total roadway length covered in revenue service on a fixed route. Staging or storage areas at the beginning or end of a route are not included in the calculation of fixed route directional route miles. StarMetro's route miles are below the peer mean.

Total Operating Expenses

Total operating expenses are the expenses associated with the operation of the transit agency. Capital expenses, which are related to the purchase of capital equipment and capital projects, are not included in operating expenses. StarMetro's operating expenses is just below the peer median.

Passenger Fare Revenues

Passenger fare revenues include all fares earned from bus service on an annual basis. StarMetro is slightly above the median for the peer group.

Local Contribution

The local contribution measures the local share, or amount a municipality provides, in funding for capital and operating expenses on an annual basis. This amount includes local funding for all public transportation types, as data specific for bus service was not available. Therefore, it is not surprising that peer agencies that operate additional transit services (e.g., bus rapid transit) are spending more money than those who only operate bus and paratransit services. The highest spenders – IndyGo, ABQ RIDE, LTD, and RTD – all have bus rapid transit (BRT) routes. Compared to peer agencies that only operate bus and paratransit services, StarMetro has a higher local contribution.

Total Employee FTEs

Total employee FTEs includes the number of full-time equivalent positions at each transit agency. StarMetro's number of total employee FTEs is just below the peer median.

Vehicles Available for Maximum Service

This category sums the number of vehicles available to meet the annual maximum service requirement. It includes operational vehicles, spares, out of service vehicles, and vehicles in or awaiting maintenance. It does not include vehicles awaiting sale or emergency contingency vehicles. StarMetro's vehicles available for maximum service is below the peer mean.

Vehicles Operated in Maximum Service

This category sums the number of vehicles operated to meet the annual maximum service requirement. It is the revenue vehicle count during the peak season of the year, on the week and day that maximum service is provided. It does not include vehicles used for one-time special events. StarMetro's vehicles operated in maximum service is below the peer mean.

Spare Ratio

Spare ratio is defined as the percentage of a transit agency's fleet that are unused in maximum service. The Federal Transit Authority (FTA) has set a 20% guideline for the spare ratio in fleets of at least 50 vehicles. StarMetro's spare ratio is the peer median.

Effectiveness Measures

StarMetro's Effectiveness Measures compared to its peers are summarized in Figure 3-40.

Figure 3-40 Effectiveness Measures Relative to Peer Average

Effectiveness Measures	StarMetro Relative to Peer Average
SERVICE CONSUMPTION	
Passenger Trips Per Capita	Above
Passenger Trips Per Revenue Mile	Slightly Below
Passenger Trips Per Revenue Hour	Slightly Below
Average Trip Length	Slightly Below
QUALITY OF SERVICE	
Average Speed (RM/RH)	Near Mean
Average Headway (in minutes)	Slightly Below
Average Age of Fleet (in years)	Below
Revenue Miles Between Failures	Below
AVAILABILITY	
Weekday Span of Service (in hours)	Below

Passenger Trips per Service Area Capita

Passenger trips per service area capita represents the number of times a passenger boards a bus for each person residing within the agency's service area. StarMetro's passenger trips per service area capita is above the peer median and is the second highest in its peer group, falling only behind RTS.

Passenger Trips per Revenue Mile

Passenger trips per revenue mile represents the number of times a passenger boards a bus for every mile when the bus is providing transit service. StarMetro's passenger trips per revenue mile is just below, but close to, the peer mean.

Passenger Trips per Revenue Hour

Passenger trips per revenue hour represents the number of times a passenger boards a bus in one hour when the bus is providing transit service. StarMetro's passenger trips per revenue hour is just below, but close to, the peer mean.

Average Trip Length

Average trip length is the average distance ridden for an unlinked passenger trip. StarMetro's average trip length is just under the peer median.

Average Speed

The average speed represents the speed at which each agency's buses travel during service on average in miles per hour. StarMetro's average vehicle speed is very close to the peer mean.

Average Headway

The average headway is the time difference between successive buses at transit stops. This can vary greatly between bus routes; the average represents a general measure of how long it takes for a bus to complete its route. StarMetro's average headway is just below the peer mean.

Average Age of Fleet

The average age of the fleet represents the average age of all of the buses within each transit agency. StarMetro's average fleet age is below the peer mean.

Revenue Miles Between Failures

Revenue miles between failures is a measure of the number of miles an agency's buses travel between breakdowns when in service, on average. StarMetro's revenue miles between failures is below the peer median.

Weekday Span of Service

Weekday span of service represents the average number of hours each transit agency provides service during weekdays. StarMetro's weekday span of service is below the peer mean.

Efficiency Measures

StarMetro's Efficiency Measures compared to its peers are summarized in Figure 3-41.

Figure 3-41 Efficiency Measures Relative to Peer Average

Efficiency Measures	StarMetro Relative to Peer Average
COST EFFICIENCY	
Operating Expense Per Capita	Above
Operating Expense Per Passenger Trip	Near Median
Operating Expense Per Passenger Mile	Near Mean
OPERATING RATIOS	
Farebox Recovery (%)	Above
VEHICLE UTILIZATION	
Revenue Miles Per Vehicle Mile	Above
ENERGY UTILIZATION	
Vehicle Miles Per Kilowatt-Hour	Above
FARE	
Average Fare	Above

Operating Expense per Service Area Capita

Operating expense per service area capita represents the dollar amount spent for each person residing within the agency's service area. StarMetro's operating expense per service area capita is above the peer median. Only RST and LTD have higher operating expenses per service area capita than StarMetro.

Operating Expense per Passenger Trip

Operating expense per passenger trip represents the dollar amount spent for each time a passenger boards a bus. StarMetro's operating expense per passenger trip is near the peer median.

Operating Expense per Passenger Mile

Operating expense per passenger mile represents the dollar amount spent for each mile traveled by passengers. StarMetro's operating expense per passenger mile is near the peer mean.

Farebox Recovery

Farebox recovery is the portion of operating expenses that are met by the fares paid by passengers. StarMetro's farebox recovery is well above the peer median. RTS and Citibus are the only peer agencies with higher farebox recovery rates.

Revenue Miles per Vehicle Mile

Revenue miles per vehicle mile represent the number of miles a bus travels in revenue service for each mile traveled in regular service or deadheading. This measure draws attention to revenue service impacts from vehicles traveling without passengers (i.e., deadheading). StarMetro's revenue miles per vehicle mile are above the peer mean.

Vehicle Miles per Kilowatt-Hour

Vehicle miles per kilowatt-hour represents the number of miles a bus travels in revenue service or deadheading for every kilowatt-hour expended. This measure is only applicable to transit agencies that have electric vehicles in their fleet. Note that while Citibus and LTD have electric buses, they did not provide data on kilowatt-hour usage and were thus excluded from the analysis. StarMetro's vehicle miles per kilowatt-hour are above the peer mean.

Average Fare

Average fare is a calculation of how much revenue the transit agency brings in for each passenger trip. StarMetro's average fare is higher than the peer mean and is only lower than RTS.

Electric Vehicle Measures

Electric Vehicle Fleet

StarMetro's number of electric vehicles is higher than the peer median. In addition, the percentage of StarMetro's fleet that is comprised of electric vehicles is higher than the peer median.

In addition to quantitative measures, many peer transit agencies have established ambitious goals for electric vehicle fleet conversion.

- AVTA has set a goal to be the first transit agency to completely electrify its fleet.
- ABQ RIDE is working to convert 100% of its fleet to plug-in hybrids, EVs, and alternative fuel vehicles.
- IndyGo plans to use all electric buses on existing and future BRT lines. In addition, IndyGo's board approved a 27-bus procurement package in spring 2020; three of the buses will enable electric operation for up to 10 minutes on any route without capital infrastructure investment in charging stations.
- RTD aims to convert Stockton's rapid-transit bus fleet to battery electric by 2025. It is also developing an Environmental Sustainability Management System to become one of a few transit agencies in the United States to become certified with the International Standards Organization (ISO) 14001 principles.
- In summer 2020, LTD's board approved a climate action policy that includes transitioning 100% of the bus fleet to electric by 2035.

Public Service Best Practices

The following are public service best practices by peer agencies:

- ABQ RIDE has implemented a variety of transit programs and projects, including:
  - Discover a Book – City collects books to be placed on buses so children can read while they ride.
  - Kids in Motion – Classroom learning experience for elementary and middle school students to learn more about different forms of transportation and its effects on the environment.
  - Luminaria Tour – Christmas Eve bus ride to see luminarias and holiday light displays.
  - Mobility Independence – A travel training program geared towards teaching older adults, people with mobility impairments, and community groups about public transportation options and how to use ABQ RIDE.
  - Smart Business Partnership – Allows businesses to team with ABQ RIDE to promote the use of alternative transportation among their employees and customers.
- RTD and IndyGo have a Transit Ambassadors Program, where transit ambassadors act as customer service representatives who assist passengers on buses, at bus stops, and at main transfer stations.
- RTD also uses brand mascots to advertise and market public transportation events and service offerings.

Peer Review Findings

Overall, StarMetro's measures largely fell in the middle of its peer group. Out of all general measures, effectiveness measures, efficiency measures, and electric vehicle measures, StarMetro only ranked lowest among peer agencies for its service area population. StarMetro did not rank highest in any of the categories. In relation to the group, it was one of the higher performers in several efficiency measures – average fare, farebox recovery, revenue miles per vehicle mile, and vehicle miles per kilowatt-hour – and two effectiveness measures, average age of fleet and passenger trips per service area capita.

StarMetro was among the lower performers in terms of annual passenger miles, revenue miles between failures, weekday span of service, and operating expenses per service area capita. StarMetro also has fewer total employee FTEs, which on the surface may indicate efficiency, but often can be an indicator of inadequate staffing or of greater likelihood of staff burn out. This measure would be worth further consideration.

While StarMetro ranks near the peer group average for many measures, peer analysis shows that there may be opportunities to reduce costs and enhance service productivity. Developing alternative scenarios for improving the system will evaluate how convenient the service is and determine ways to improve service productivity.

FAREBOX RECOVERY REPORT

The Farebox Report is required by Florida House Bill 985, added by the 2007 Legislature. The report must specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio. There have been no fare changes to the StarMetro system since the 2015 TDP Major Update.

StarMetro's goal of maintaining a systemwide farebox recovery ratio of at least 20% is being met. StarMetro should continue to monitor fares and farebox recovery rates to assist in decreasing the per-passenger subsidy required to operate transit services in the region. Historical farebox recovery information is provided in Figure 3-42.

Figure 3-42 StarMetro Fixed Route (DO) Farebox Recovery Ratio (2010-2019)

Year	Passenger Fare Revenue	Total Operating Expenses	Farebox Recovery (%)
2010	$4,052,471	$11,110,040	36.5
2011	$4,203,180	$12,860,151	32.7
2012	$4,120,962	$13,719,098	30.0
2013	$4,388,041	$14,688,727	29.9
2014	$4,413,423	$12,832,772	34.4
2015	$5,269,801	$13,806,484	38.2
2016	$5,237,959	$14,706,880	35.6
2017	$4,502,276	$14,068,274	32.0
2018	$4,354,669	$14,107,581	30.9
2019	$4,623,904	$15,638,676	29.6
Average	**$4,516,669**	**$13,753,868**	**32.8**

Activities to continue to increase the farebox recovery ratio include the following:

- Continue marketing efforts to promote the StarMetro system to new customers, including a post-pandemic marketing strategy.
- Continue public engagement activities to ensure StarMetro understands the needs of its riders.
- Recent StarMetro upgrades to its fare collection system will improve fare collection efficiency. Technology upgrades should continue to ensure it is in the best working order.
- StarMetro should employ a travel trainer to help new riders learn the system as well as to transition Dial-A-Ride users to the fixed-route system if possible.
- StarMetro should continue to reduce expenses where possible.

4 GOALS & OBJECTIVES

StarMetro's goals and objectives guide the selection of projects to be developed over the next ten years. They also serve as a framework to evaluate future opportunities and decisions, charting a course to achieve important targets identified by stakeholders.

Development of StarMetro's goals and objectives as part of the TDP Major Update began with a review of the agency's previous efforts, with consideration of additions or revisions that were incorporated during the Annual Updates to the TDP. The goals from the previous TDP are outlined in Figure 4-1 below, with notation of the agency's progress toward each goal as of the 2020 Annual Progress Report (APR).

Figure 4-1 Previous TDP Goals & Progress

Goal from Previous TDP Major Update	Progress (2020 APR)
Goal 1: Provide Safe and Reliable Multimodal Mobility for All and Create Access to Opportunities by Connecting People, Places, and Mobility Services	81% complete/ongoing; two original objectives removed
Goal 2: Link Multimodal Mobility and Land Use to Support Economic Development, Livability, and Sustainability	80% completed
Goal 3: Leverage Resources, Investments, and Infrastructure	50% completed; one original objective removed
Goal 4: Enhance and Expand Fiscal Capacity for Future Mobility Investments	33% completed
Goal 5: Ensure Citizens the Opportunity to Provide Input in the Transit Planning Process	90% completed

Significant shifts and unique events have happened since the development of the goals and objectives of the previous TDP Major Update. This includes a transition from previous directives to expand service to instead focus on improving existing services, as well as the COVID-19 pandemic of 2020. The goals and objectives outlined in this chapter are intended to guide StarMetro in navigating whatever opportunities and challenges may present themselves over the next decade.

THE CITY OF TALLAHASSEE: THE LEADER IN THE DELIVERY OF PUBLIC SERVICE

As the City of Tallahassee prepares for its bicentennial in 2024, it has established a strategic plan to guide efforts towards achieving seven goals in support of its mission "[t]o be the national leader in the delivery of public service." The strategic plan provides a foundation for the city to realize its vision of being "a creative capital city that supports a strong community with vibrant neighborhoods; an innovative economic and educational hub serving diverse and passionate people; [and] protecting our natural resources and preserving our unique character." Figure 4-2 outlines the City's strategic goals and objectives.

Figure 4-2 City of Tallahassee Strategic Goals and Objectives

Goals	Objectives
Economic Development Advance the City of Tallahassee as a competitive, innovative, and sustainable regional economic hub	▪ Enhance and modernize infrastructure to enable capacity for growth ▪ Solicit opportunity for new and emerging industries to locate in Tallahassee ▪ Increase Tallahassee International Airport's economic impact on the region
Impact on Poverty Be a leading community partner that actively connects residents to resources that remove economic and social barriers	▪ Support education, training, and job readiness for target populations ▪ Rehabilitate and enhance the existing housing inventory to reduce the cost of living ▪ Facilitate and encourage the construction of affordable housing units ▪ Support community health and wellness initiatives
Organizational Effectiveness Be an impact-driven workforce that is inclusive, pioneering, and technology-driven	▪ Attract, develop, and support the best talent ▪ Leverage technology to deliver faster, more convenient services ▪ Map, analyze, and improve all work processes ▪ Maintain the City's strong financial standing and fiscal stewardship practices

Goals	Objectives
Public Infrastructure ▪ Be the leading publicly owned utility that supports a growing and progressive community ▪ Be a city with an efficient public transit network supported by well-connected roads, sidewalks, transit amenities, and public transportation	▪ Be a leader in utility service delivery ▪ Be a leader in environmental stewardship ▪ Ensure safe and clean drinking water ▪ Enhance the City's network of roads, bike lanes, and sidewalks. ▪ Ensure public transit is accessible, efficient, and equitable
Public Safety To be a safe, resilient, and inclusive community	▪ Implement proactive community-based solutions to enhance public safety ▪ Crime prevention through effective policing and public awareness campaigns ▪ Training and readiness of public safety employees ▪ Provide state of the art technology to support public safety initiatives ▪ Enhance community preparedness initiatives ▪ Create modern facilities to support community engagement best-in-class public safety
Public Trust Enhance public trust through ethical business practices and transparent governance	▪ Infuse ethical practices into daily operations ▪ Enhance citizens' access to city government operations and public meetings
Quality of Life Be a creative and inclusive community with beautiful public spaces that protect and promote resources and culture	▪ Maintain a safe, accessible, well-maintained network of parks, recreational facilities, greenways, and trails ▪ Enhance livability and preserve the unique characteristics of neighborhoods ▪ Keep residents and visitors informed about events and attractions in Tallahassee

The City of Tallahassee has identified several initiatives in support of these goals and objectives. The initiatives that are explicitly related to StarMetro are listed below:

- Continue providing free bus passes to the area's K-12 students (Impact on Poverty 2A-Initiative 4)
- Rate of on-time performance of 90 percent (Public Infrastructure 4E-Initiative 1)
- Complete construction of a multimodal transportation hub at C.K. Steele Plaza by 2022 (Public Infrastructure 4E-Initiative 2)
- Complete construction of the Southside Transit Center by 2022 (Public Infrastructure 4E-Initiative 3)

There are additional StarMetro efforts that influence the outcome of other city initiatives. Some of these are outlined below:

Tallahassee International Airport

- Implementing technology improvements, such as the mobile fare payment app and real-time bus tracking, further supports the city's initiative to increase the percentage of residents using alternative modes of transportation to/from work by making transit a more viable travel option
- StarMetro's active efforts to seek funding opportunities to support operating and capital needs (e.g., facility construction and improvements, transit amenities, and service planning) contributes to the city's initiative to increase the amount of annual grant awards

Beyond StarMetro's current initiatives, there are even more ways that public transit can play a role in achieving the goals and objectives set forth in the city's strategic plan.

Economic Development

Public transit can be a critical component of the city's goal to be a competitive, innovative, and sustainable regional economic hub. The role that transit can play in attracting target industries and employers has become more evident in recent years, as famously exemplified by Amazon's 2018 "HQ2" location search. That nationwide search put the spotlight on transit, as Amazon prioritized areas with strong existing investment in public transportation. As Tallahassee seeks to attract employers whose other locations are sited in dense urban centers supported by transit, it may become clearer that major employers expect public transportation to be in place to support their workforce.

To attract target industries and employers, the region will need to demonstrate that a skilled workforce is available. Tallahassee is home to thousands of college-educated adults – at least temporarily until they find employment in locations that can provide them with a lifestyle that is aligned with their values. Younger generations want options and are much less focused on cars, with 75 percent of Millennials expressing a desire to live in a place where they do not need a car. The same survey showed that 66% of Millennials say that access to high quality transportation will be one of the top three criteria in deciding where to live next. This "brain drain" cannot be solely attributed to Tallahassee's transit system, but the locations that college graduates are choosing to relocate tend to be urban centers with readily available commute options beyond just driving.

The emphasis on increasing the economic impact of the Tallahassee International Airport provides another pathway for the discussion of the value of public transit. While initial interest in transit to and from the airport may be from prospective passengers who would seek to replace costly parking fees with a cost-effective transit fare, another reason to introduce transit to the airport would be to support a growing workforce.

Impact on Poverty

The Student Transportation for Academics and Responsibilities (STAR) program is noted as one of the city's initiatives in addressing poverty because transportation access so greatly influences a person's ability to access many other opportunities and resources within their community. Beyond the fare-free access that the STAR program affords school-aged riders, a robust public transit system can be a ladder to opportunities for adults as well.

Transportation costs comprise a large portion of a household's expenses, second only to housing. The less a household makes, the larger the portion that goes towards transportation, leaving less for food, education, healthcare, and other needs. According to the Center for Neighborhood Technology's Housing and Transportation (H+T®) Affordability Index, Tallahassee residents are spending 30 percent of their income on housing and 24 percent on transportation; the combined 54 percent surpasses the affordability benchmark of no more than 45 percent of household income going towards the two expenses. Transit use can reduce the burden of these costs on households, an especially vital function with Florida as the second most unaffordable state in the U.S., 19 percent of Leon County households in poverty, and 29.2 percent of households within the Tallahassee Urbanized Area at 150 percent of Federal Poverty levels. Integrating Affordable Housing efforts with StarMetro service can provide an affordable travel option to allow residents to make the most of their budget.

One of the city's objectives to make an impact on poverty is to support community health and wellness initiatives. Research has shown that transit riders walk more frequently than drivers, indicating that public transit is an effective way for adults to get the recommended 150 minutes of weekly activity. Beyond the physical activity inherent in walking to and from bus stops, StarMetro provides transportation to medical facilities and wellness centers. Connecting residents to healthcare resources is essential to impacting poverty, as the costs of delaying or forgoing care can impact well-being and earning potential of the individual and the broader community. StarMetro's role in supporting public health may not be obvious but public transit service is necessary for many residents to access valuable medical and wellness resources. Some of StarMetro customers are essential workers traveling to and from medical and health related facilities. As such, StarMetro continues to prioritize stops and routes along the City's medical corridors.

Organizational Effectiveness

With over 200 people making up StarMetro's workforce, the public transit department can contribute to the city's efforts to be an impact-focused workforce that is inclusive, pioneering, and technology-driven. Indeed, one of the city's objectives to map, analyze, and improve all work processes is in step with the goals of the 2021 Major Update project, which includes this TDP and the COA.

StarMetro workforce

StarMetro's recent efforts to introduce several technology improvements, including the Automatic Passenger Counters (APCs), real-time bus tracker enhancements, and mobile fare payment and trip planning application, will lead to the delivery of faster, more convenient services to transit riders. StarMetro's strong farebox recovery rate (higher than peer agencies and the statewide average) combined with grant awards from the Federal Transit Administration (e.g., the 2020 award of $400,000 from the Helping Obtain Prosperity for Everyone program) support Tallahassee's efforts to maintain their strong financial standing and fiscal stewardship.

Public Infrastructure

The city's objective to ensure that public transit is accessible, efficient, and equitable is essential to providing a well-connected (and well-used) transportation system. Several strategies will be required to achieve progress on this objective, from prioritizing ADA-accessible bus stop upgrades to the equitable distribution of other transit amenities.

Sidewalks and bicycle facilities are important feeders to StarMetro service, further enhancing the viability of public transit as a daily travel choice. StarMetro staff often finds themselves at the frontline of feedback and requests for these types of facilities, providing important input on where sidewalks and bike investments are needed.

In 2019 the City Commission passed the Clean Energy Resolution aiming to have a fully electric bus fleet by 2035. StarMetro, already a statewide leader in non-emission public transit service, furthered its commitment last year by adding 15 more electric buses. With these additional buses, StarMetro's fleet is now one third electric vehicles. There will be opportunities to extend this commitment to sustainable practices when redeveloping C.K. Steele Plaza and the construction of the proposed Southside Transit Center in the future; however, additional infrastructure at existing facilities will be needed to support the new electric fleet.

C.K. Steele Plaza

Larger investments will be needed for the redevelopment of C.K. Steele Plaza as a multimodal transportation hub by 2022. The Plaza is located in the heart of downtown Tallahassee, serving as a central transfer point for StarMetro riders. As of November 2020, discussions for the redevelopment of C.K. Steele Plaza had been initiated but delayed due to COVID-related revenue decreases. While capital funding has been identified through the one-cent sales tax, the city anticipates that a broader public/private partnership will be needed to reimagine the transit center as a modern and accessible facility housing multiple transportation options.

Another public infrastructure investment associated with StarMetro is the city's initiative to complete construction of the Southside Transit Center (STC) by 2022. The proposed site at the northwest corner of Orange Avenue and Meridian Street is envisioned to include a waiting area and restrooms for customers, an information booth, and electric vehicle charging stations for buses. In October 2020, the City Commission approved entering a contract with a consultant to begin community engagement and design for the STC. Currently, the plan is to conduct an environmental analysis of the property, begin community engagement, and start initial design during FY 2021.

Public Safety

The tie between public transit and public safety may not be immediately evident but the two are undeniably linked. Immediate examples include StarMetro and the Tallahassee Police Department (TPD) coordinating closely to identify missing people, using buses for crisis response, and tabletop exercises to plan for large-scale emergency response. StarMetro buses and facilities are also "Safe Places," in partnership with the National Safe Place Network, which indicates that StarMetro is a resource to young people in need of immediate help and safety.

Prospective riders typically cite concerns about safety as a source of apprehension when it comes to public transit. It should be noted that the perception of safety can mean different things to different riders; increasing the visibility of police does not necessarily translate to "safer" for all public transit riders, particularly for Black, Indigenous, and People of Color (BIPOC). The city's first objective under the goal of Public Safety is to implement proactive, community-based solutions, inferring support for initiatives that focus on de-escalation and outreach. Strategies that could be implemented through StarMetro in this area include establishing a network of

unarmed transit ambassadors (rather than police officers) that can provide both a visible authority figure and act as a guide to navigating the system.

Public Trust

StarMetro can support the city's goal to enhance public trust through ethical business practices and transparent governance by enhancing citizens' access to the transit planning and prioritization process. Previous efforts in this area include the establishment of the Transit Advisory Committee (TAC), which acts in an advisory capacity to the City Commission and StarMetro to provide input and comments on various planning proposals.

Additional efforts to support transparency and communication can be done by leveraging the messaging capabilities of the various mobile applications that have been recently launched. Surveys to collect important demographic information and other inputs can also be introduced through these apps, as well as through the StarMetro webpages as part of the Talgov.com website.

Quality of Life

Public transit can support a region's broader efforts to enhance quality of life for its residents. The scorecard for assessing quality of life may be different for various segments of the community; it can include air quality and environmental goals, social equity and housing policies, economic opportunities for local businesses, and/or the prospects for active and independent lifestyles for older populations. From an electric fleet to providing connections to job centers, StarMetro can play a key role for many of these elements of improving quality of life.

Transit shelters can support placemaking efforts

There are three objectives under the Quality of Life goal of the city's strategic plan, including maintaining a network of trails; preserving the unique characteristics of neighborhoods; and keeping residents and visitors informed about city events. StarMetro can specifically support these efforts in several ways. First, integrating the trail network into the future multimodal trip planner can provide another avenue for people to discover the usefulness of the trail system. Second, placemaking elements can be integrated into transit shelter designs, extending to design elements and practical amenities like bike racks. The StarMetro mobile applications can provide targeted announcements of city events, highlighting the best transit route to get to and from the site.

STARMETRO: DELIVERING QUALITY MOBILITY SERVICES

Prior to the development of this TDP Major Update, StarMetro's leadership team developed a five-year Strategic Plan, which aligns with the city's strategic plan in many areas.

The StarMetro Strategic Plan 2021-2026 (included as Appendix C) outlines the following vision, mission, and values for the agency.

Vision

Deliver quality mobility services that helps connect people with opportunities

Mission

Creating a safe and sustainable public transportation system through professionalism, innovation, technology, and teamwork

Values:

1. Teamwork
2. Invest in employee excellence
3. Adaptable
4. Foster open and effective communication
5. Ensure safe experiences
6. Accountable to self, community, and to peers
7. Ensure financial stewardship
8. Efficient, reliable, and innovative service
9. Customer service is community service

Figure 4-3 StarMetro's Vision, Mission, and Values

Figure 4-3 provides an overview of this 2021-2026 Strategic Plan and their progress.

Figure 4-4 StarMetro's Internal Strategic Objectives and Targets

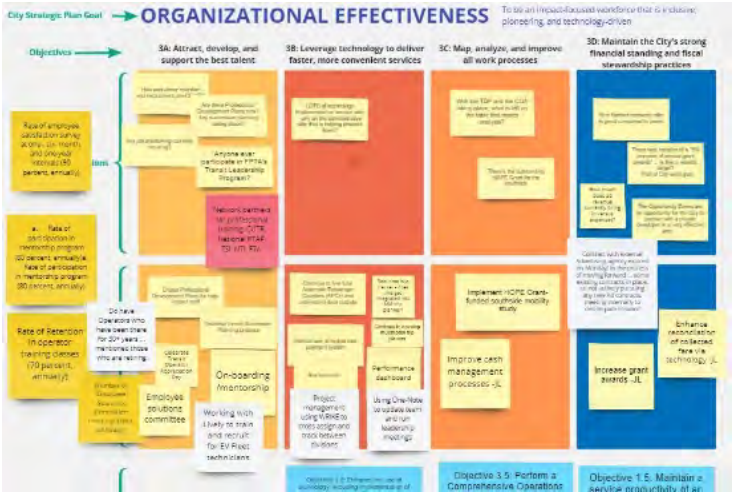
Goal Statements	Objectives	Strategies & Target Date
To be a safe, reliable provider of public transit that connects people to community amenities, economic opportunity, and public services	Strategic Objective 1: Ensure public transit is accessible, efficient, and equitable	▪ Draft new bus stop I-Location policy (FY 2022) ▪ Install reflective bus stop signage (ten, annually) ▪ Launch Moovit App with scooter integration (FY 2021) ▪ Rate of monthly on-time performance on fixed-routes (90 percent, annually by FYE 2024) ▪ Implement new farebox, automatic passenger counting, and trip planning technologies (FYE 2022)
	Strategic Objective 2: Enhance safe experiences	▪ Rate of employee compliance for SMS Training (100 percent, annually) ▪ Percentage reduction of risk recordables and payouts (5 percent, annually by FYE 2026) ▪ Accident rate among StarMetro fixed-route, special transportation, and service vehicles (> 5 percent, by 2026)
To link public transit and mobility with land use, economic development, quality of life, and social equity	Strategic Objective 3: Design and implement a comprehensive operations analysis	▪ Complete Comprehensive Operational Analysis and Transit Development Plan (FYE 2022)
To develop organizational talent that achieves impact-focused customer service and leading operational performance	Strategic Objective 4: Enhance recruitment, onboarding, and retention practices for operators	▪ Rate of Retention in operator training classes (70 percent, annually) ▪ Rate of employee satisfaction survey at one-, six- month, and one-year intervals (90 percent, annually) ▪ Rate of participation in mentorship program (80 percent, annually) ▪ Number of Employee Solutions Committee meetings (four, annually)

Goal Statements	Objectives	Strategies & Target Date
To be a Citywide leader of financial stewardship that will leverage resources for future mobility investments	Strategic Objective 5: Ensure prudent stewardship of agency financial resources	▪ Provide monthly financial reports (12 reports, annually) ▪ Rate of reduction of grant award balances, older than 5 years (100 percent, annually) ▪ Rate of reduction in overtime expenditures (10 percent, by 2026) ▪ Percentage increase of cashless fare transactions (40 percent, by 2026) ▪ Create an internal performance dashboard (FYE 21) ▪ Enhance cash management processes (Continuous)
To create engagement practices that provide meaningful opportunity for customer feedback, stakeholder input, and fosters community partnership	Strategic Objective 6: Develop partnerships and build credibility through increasing communications	▪ Fully implement K-12 Pass program (FYE 2022) ▪ Fully implement ridership agreements with human service agencies (FYE 2022) ▪ Number of public presentations before business and community groups (Two, annually) ▪ Implement Employee Ridership Program with Leon County Government (FY 2022)

Leadership Engagement Activity

On Friday, March 26, 2021, a virtual work session was hosted with the StarMetro Leadership team to discuss the agency's goals and objectives. Miro, an online visual collaboration platform, was used to facilitate the discussion and allow for StarMetro staff to contribute input and feedback separate from the meeting. The following section outlines the inputs that were collected as part of this engagement activity.

Figure 4-5 Miro Board on Organizational Effectiveness



Framing the Discussion

The city's strategic plan and values were used as a framework for the discussion of goals and objectives. Seven Miro boards were set up, with notations on how the previous TDP's goals and objectives overlapped with the proposed new framework. The discussion participants were encouraged to ask questions as to how StarMetro can support each of the city's seven goal areas, then propose new ideas for strategies in support of the city's objectives.

Ideas for strategies and feedback for each of the seven areas is noted below.

City's Strategic Plan Values

- Honor public trust through ethical behavior
- Provide exceptional citizen service
- Lead with integrity at every level
- Collaborate to reach common goals
- Invest in employee excellence
- Promote equity and celebrate diversity

Economic Development

- Planning study on how to redevelop C.K. Steele Plaza into a modern multiuse transit hub
- Work with local and state partners on Automated Vehicle (AV) infrastructure
- Autonomous circulators in the MMTD
- Use Blueprint funds to add 50+ solar shelters
- Travel trainer to conduct online and on-site mass transit rider training at employer sites
- Work with universities to reinstate shuttle service for students
- Shuttle buses from the airport to the Central Business District (CBD)
- Remain involved in airport gateway and development conversations

Impact on Poverty

- How can StarMetro better support workforce training programs by aligning service schedules with class/program schedules?
- Provide a bulk transit pass program for Human Service agencies
- The STAR Program for K-12 students provide free passes but also serves as a training program to develop future "choice riders"
- StarMetro should have a seat at the table when decisions are being made about the location of Affordable Housing developments
- How can the location of affordable housing be better paired with transit access?
- Highlight access to medical and wellness centers via transit

- Integrate multimodal transit options (e.g., bikeshare, scooters, autonomous circulators, etc.) to support community health and wellness initiatives

Organizational Effectiveness

- History of Operators who have been StarMetro employees for more than 30 years
- Forthcoming retirements of Operators with long history of service
- Track rate of employee satisfaction survey at one month, six month, and one-year intervals (90% annually)
- Track rate of participation in mentorship program (80 percent, annually)
- Track rate of retention in Operator Training classes (70 percent, annually)
- Number of Employee Solutions Committee meetings (target four annually)
- Network with partners for professional training, including the Center for Urban Transportation Research (CUTR), National Rural Transit Assistance Program (RTAP), Transportation Safety Institute (TSI), National Transit Institute (NTI), Federal Transit Administration (FTA)
- Establish on-boarding and mentorship program
- Working with Lively Technical Center to train and recruit for EV fleet technicians
- Develop Performance Metrics dashboard
- Use One Note to update team and run leadership meetings
- Project management using Wrike to cross assign and track between divisions
- Improve cash management processes
- Contract with external advertising agency expired in March 2021; a process will be developed for advertising contracts moving forward
- Enhance reconciliation of collected fare via technology
- Increase grant awards

Public Infrastructure

- Launch Autonomous Vehicle (AV) service
- Adding sustainable infrastructure to existing and new facilities to support electric fleet
- Support the city's initiative to increase the percentage of residents using alternative modes of transportation to work
- PR campaign to promote culture change regarding perception of transit as a public utility
- Bus stop amenity policy based on boardings to determine where to place shelters, benches, and other amenities
- Work with community partners to integrate StarMetro assets with other transit amenities

Public Safety

- Partner with Leon County Schools to enhance safety and emergency protocols for student riders
- There have been preliminary discussions with the TPD about installing cameras at transfer facilities
- StarMetro vehicles do have cameras, which are used by the TPD for investigations
- Build the South City Transfer Center with public safety at its center
- StarMetro buses and facilities do serve as “safe places” for students and others; operators do receive training on protocol
- Launch StarMetro Safety and Security awareness campaign
- There is a close partnership with TPD (e.g., use vehicles for crisis response or transport, etc.)
- Review and enhance safety training for all employees
- Upgrade scheduling software to TransitMaster which will allow StarMetro staff and customers to see where all vehicles are located in real time
- Use of on-board technology combined with mobile app and social media can assist with alerting customers of changes and help find missing people
- Communicate with community in advance of emergencies through PSAs, social media, etc.
- Install emergency messaging monitors at C.K. Steele Plaza and through the trip planning app
- How might street design and improved amenities help improve public safety beyond policing?
- Installing solar lighted shelters at major stops (especially on routes with night service) will help with customer safety
- Redevelopment studies and community engagement regarding South City Transfer City and C.K. Steele Plaza will include discussion of public safety

Public Trust

- How do people typically find out about StarMetro meetings? What is the history of participation?
- Push information about meetings and surveys through the trip planning apps to alert more customers to opportunities to provide input

Quality of Life

- Launch AV system
- Work with community partners to integrate StarMetro assets with other transit amenities
- Get word out to citizens about StarMetro events

SMART Goals

Based on the input collected during the Leadership Engagement Activity, feedback collected from the public through the "Design Your Transit System" survey, and review of StarMetro's prior progress on various goals and objectives, a series of goals and objectives were recommended as part of this TDP Major Update. These recommendations were developed using the technique commonly referred to as the "SMART" approach, defined as follows:

- **Specific:** Purpose is clearly defined and clearly stated
- **Measurable:** Criteria is available to gauge process
- **Assignable:** There is a party responsible for implementation
- **Realistic:** Proposal is achievable and possible
- **Time-bound:** A timeline or target dates are set

Monitoring and reporting on the progress of each strategy is required as part of the TDP's Annual Progress Reports. This supports the move from "SMART" goals to "SMARTER" goals by incorporating the following two elements:

- **Evaluated:** Action is taken to measure impact and results
- **Reviewed:** Time is taken to reflect and adjust approach if needed

Figure 4-6 outlines the goals, objectives, strategies, and related performance targets for the 2022-2031 TDP Major Update.

Figure 4-6 StarMetro 2022-2031 Transit Development Plan Goals & Objectives

GOAL 1: Economic Development

Be Support the city's efforts to be a competitive, innovative, and sustainable regional economic hub

Objectives	Strategies	Measurement	Target Date
A. Enhance and modernize major infrastructure	1) Plan for effective redevelopment of C.K. Steele Plaza	▪ Redevelopment plan completed	2022-2024
	2) Launch feasibility study to understand capacity and requirements for connected and automated vehicle operations (including staff resources)	▪ Feasibility study completed	2022-2023
B. Support new and emerging industries and employers	1) Launch Travel Trainer program to provide virtual and on-site instruction on how to use StarMetro system	▪ Travel Trainer program launched	2022
	2) Partner with RideOn Commuter Services in support of employer outreach efforts, including implementation of an Employee Ridership Program with Leon County Government	▪ Number of employer bus pass programs/employee ridership programs	2022
C. Investigate transit's role in supporting Tallahassee International Airport's (TIA) economic impact	1) Work with TIA officials to understand the needs of the current workforce and travelers	▪ Action plan established	2022
	2) Explore partnerships to test viability of transit service to airport through pilot program	▪ Partnership plan developed	2023-2025
	3) Continue involvement in Blueprint's Airport Gateway project development	▪ Attendance of coordination meetings	Ongoing

GOAL 2: Impact on Poverty

Actively connect residents to resources that remove economic and social barriers

Objectives	Strategies	Measurement	Target Date
A. Support education, training, and job readiness for target populations	1) Fully implement STAR K-12 bus pass program	▪ Launch, monitoring, and continuation of STAR program	FYE 2022
	2) Strengthen relationship with Leon County Schools by participating in targeted events (e.g., "Teach In" events and job shadowing programs)	▪ Number of events	2022
	3) Conduct outreach to workforce training programs (e.g., Tallahassee Community College, others) to identify transportation challenges and outline action plan	▪ Outreach plan developed ▪ Number of partners and meetings	2022
	4) Launch/Continue bulk pass purchase program/ridership agreements with Human Services agencies	▪ Establishment and monitoring of process and outcomes	FYE 2022
	5) Outline and implement a plan to strengthen partnerships with the area's universities and colleges (e.g., U-PASS Partnership, etc.)	▪ Establishment and monitoring of process and outcomes	2023
B. Support the affordability of existing housing inventory by promoting transit	1) Establish StarMetro representation on Affordable Housing committees and task forces	▪ Attendance of meetings	2022
	2) Recommend policies that more closely tie housing decisions to transportation costs (both on the development side and an individual's personal choice)	▪ Collection of research and policy recommendations	2023
	3) Launch communications campaign that emphasizes the connection between transit access and housing affordability	▪ Implementation of campaign ▪ Tracking of campaign reach and outcomes	2024

Objectives	Strategies	Measurement	Target Date
C. Support community health and wellness initiatives	1) Highlight multimodal transportation access to medical/wellness centers through marketing/communications and partnerships	▪ Implementation of marketing plan	2025
	2) Incorporate locations of community health and wellness resources as optional map layers in multimodal trip planner	▪ Integrate with multimodal trip planner app	2022

GOAL 3: ORGANIZATIONAL EFFECTIVENESS

Be an impact-driven workforce that is inclusive, pioneering, and technology-driven

Objectives	Strategies	Measurement	Target Date
A. Attract, develop, and support the best talent	1) Enhance recruitment, onboarding, and retention practices for operators	▪ Rate of retention in operator training classes	70 percent, annually
	2) Survey employee satisfaction at certain intervals to track impact and issues	▪ Surveys at one-, six- month, and one-year intervals	90 percent response rate, annually
	3) Host Employee Solutions Committees to provide outlet to address concerns and discuss issues	▪ Number of Employee Solutions Committee meetings	Four meetings each year
	4) Implement mentorship program to provide professional development opportunities	▪ Participation rate in mentorship program	80 percent, annually
	5) Encourage networking and participation in leadership development programs for management team	▪ Establishment of Professional Development Plans for leadership team	100 percent, by 2023
B. Leverage technology to deliver faster, more convenient services	1) Use technology internally for more effective project management and delegation (e.g., WRIKE, One-Note, and other platforms)	▪ Work plans outlining processes	2023
	2) Calibrate data collected from implementation of new technologies to ensure effective application (e.g., fareboxes, APCs, mobile fare payment)	▪ Development of report templates ▪ Review of data quality and integrity	FYE 2022

Objectives	Strategies	Measurement	Target Date
C. Map, analyze, and improve all work processes	1) Create internal performance dashboard to highlight key performance indicators and monitor performance	▪ Set up of performance dashboard	FYE 2021
	2) Complete TDP Major Update	▪ TDP document accepted by FDOT	2021
	3) Complete Comprehensive Operational Analysis, which includes tracking of performance measures	▪ COA approved by the City Commission	FYE 2022
	4) Apply recommendations from COA	▪ Implementation plan with prioritized steps	2022-2024
	5) Maintain database of job descriptions, an organizational chart, and standard operating procedures (SOPs) to support cross-training and management oversight	▪ Creation of database and file structure ▪ Updates to materials	2023
	6) Establish system for Transit Advertising contracts and fulfillment procedures	▪ Outline of Transit Advertising protocols ▪ Boilerplate advertisement contract	2022
D. Maintain the City's strong financial standing and fiscal stewardship practices	1) Provide monthly financial reports in a timely manner	▪ 12 reports issued	Monthly
	2) Effectively apply grant funds to project expenses	▪ Reduction of grant award balances older than 5 years	100 percent, annually
	3) Better manage scheduling assignments to reduce overtime expenses	▪ Rate of reduction in overtime expenditures	10 percent, by 2026
	4) Enhance cash management process	▪ Establishment of cash management protocol	Continuous
	5) Increase cashless fare transactions	▪ Percentage increase of cashless fare transactions	40 percent, by 2026

GOAL 4: Public Infrastructure

Provide an efficient public transit network that is supported by sidewalks, bicycle facilities, and other amenities

Objectives	Strategies	Measurement	Target Date
A. Provide transit service that is a viable alternative to car ownership	1) Establish targets for an efficient and effective Transit Level of Service (LOS), based on recommendations from the COA and other planning efforts	▪ Approval of Transit LOS service frequency targets	2022
	2) Outline a plan to reach the target Transit LOS, addressing fleet and staffing needs	▪ Reflect implementation plan in Annual Update to TDP	2023
B. Ensure public transit is accessible, efficient, and equitable	1) Provide reliable and timely transit service	▪ Achieve 90 percent on-time performance (OTP)	FYE 2024
	2) Continue efforts to establish a Southside Transit Center	▪ Completion of planning documents	2022-2023
	3) Establish a policy for prioritizing placement of amenities at bus stops and other facilities (i.e., I-Location bus stop policy)	▪ Establishment of policy	FYE 2022
	4) Implement improvements to bus stops (e.g., installation of reflective bus stop signage), partnering as needed to introduce amenities	▪ Implementation plan, including prioritized locations and capital funding plan	2023-2031
	5) Introduce and support technologies that support multimodal trip planning, booking, and payment (e.g., Moovit)	▪ Launch of Moovit application	FY 2021
	6) Complete construction of the Southside Transit Center	▪ Establishment of new transit center	FY 2024

Objectives	Strategies	Measurement	Target Date
C. Enhance the City's network of roads, bike lanes, and sidewalks	1) Coordinate with other city departments (e.g., Planning) to review new developments, capital improvement plans, and other project priority lists that impact transit riders and service	▪ Attendance of meetings ▪ Addition of funding for transit amenities in non-transit projects	Ongoing
	2) Develop a plan to identify and mitigate sidewalk gaps that impact access to transit	Creation of GIS database Prioritized list of areas in most need	2023-2024
D. Be a leader in environmental stewardship	1) Continue plans to transition to a fully electric fleet	Percentage increase of electric vehicles year over year	Fully electric by 2035
	2) Introduce/Maintain sustainability-focused practices at existing facilities (e.g., charging stations, solar-powered lighting at transit stops, etc.)	Establishment of a StarMetro Sustainable Practices Business Plan	2025-2026

GOAL 5: Public Safety

Support the city's efforts to be a safe, resilient, and inclusive community

Objectives	Strategies	Measurement	Target Date
A. Implement safe operations of transit service	1) Provide effective training of bus operators and support staff	▪ Rate of employee compliance for SMS Training	100 percent, annually
	2) Establish/Continue Incident Review Committee to identify root causes and mitigation efforts	▪ Percentage reduction of risk recordables and payouts (5 percent, annually by FYE 2026) ▪ Accident rate among StarMetro fixed-route, special transportation, and service vehicles (> 5 percent, by 2026)	Various (see specifics to the left)
B. Support the city's proactive community-based solutions to enhance public safety	1) Outline plan to incorporate city's community-based solutions to enhance public safety at C.K. Steele Plaza	▪ Creation of action plan	2025
	2) Communicate safety protocol and systems in place to passengers through on-board messaging and other mediums	▪ Implementation of communications plan	2023
C. Enhance community preparedness initiatives	1) Participate in tabletop exercises and other activities to prepare for emergency response	▪ Attendance of tabletop exercises	Ongoing
	2) Coordinate with TPD and other agencies to contribute to other community/emergency response plans	▪ Meeting attendance	Continuous

GOAL 6: Public Trust

Enhance public trust through ethical business practices and transparent governance

Objectives	Strategies	Measurement	Target Date
	1) Continue to support the Transit Advisory Committee	▪ Number of meetings held with a quorum	Quarterly meetings
	2) Host web page within Talgov.com/StarMetro index that provides access to TDP and other planning documents	▪ Set up of content on web page ▪ Monitor visits and traffic sources	2021
	3) Explore a public-facing version of the internal KPI dashboard	▪ Review of internal dashboard to make recommendations	2022
	4) Communicate with the public through StarMetro's various channels, including social media, events, presentations, and other opportunities	▪ Continued support of communication channels ▪ Metrics for impressions, reach, and other KPIs	Continuous
B. Enhance riders' access to materials and trip planning tools	1) Assess utilization of various mobile applications, including the mobile fare payment and trip planning app, the real-time bus tracker (e.g., TranLoc, Rider APP), and others	▪ Integration of KPIs into internal dashboard	2022
	2) Evaluate effectiveness of various mobile applications and trip planning resources (including paper schedules)	▪ Focus groups with riders and non-riders on trip planning needs and experiences ▪ List of recommendations to improve user experience and utility	2023

GOAL 6: Public Trust

Enhance public trust through ethical business practices and transparent governance

Objectives	Strategies	Measurement	Target Date
A. Support connections to the city's network of parks, recreational facilities, greenways, and trails	1) Feature the city's greenways and trails as a GIS map layer in the multimodal trip planner	▪ Integration of GIS layer into Moovit app	2022
	2) Explore ways to incorporate greenways and trails wayfinding into transit shelter designs	▪ List of recommendations from review	2023
	3) Incorporate amenities for cyclists into transit stops near recreational facilities, greenways, and trails (e.g., covered bike racks)	▪ Integration into I-Location bus stop policy	2023
B. Enhance livability and preserve the unique characteristics of neighborhoods	1) Partner with neighborhood groups to identify ways to incorporate placemaking aspects into transit shelter design	▪ Attendance of coordination meetings ▪ Collection of best practices	2023
C. Keep residents and visitors informed about events and attractions in Tallahassee	1) Leverage mobile applications to send targeted messages to riders about transit options to attend local events	▪ Catalogue of targeted messages and open/read rates	2022
	2) Partner with other city departments to incorporate transit as a part of the Maintenance of Traffic (MOT) plans for large-scale events	▪ Attendance of coordination meetings ▪ Collection of best practices	2024

5 PUBLIC INVOLVEMENT

Public involvement is a significant part of the TDP process. StarMetro developed a robust outreach strategy, including opportunities for virtual engagement. The details concerning the activities undertaken and the feedback received are documented in this chapter.

PUBLIC INVOLVEMENT PLAN

At the onset of the TDP process, the Public Involvement Plan (PIP) was submitted to FDOT District Three for approval. The PIP was approved on February 9, 2021. Due to the timing of this TDP and concerns over the on-going COVID-19 pandemic, the Project Team had to adjust the timing and format for some public engagement activities from the original PIP. A copy of the approved PIP can be found in Appendix A.

PROJECT TEAM

A Project Team was established at the outset of the TDP to oversee the development of the plan. The Project Team consisted of representatives from a broad range of StarMetro departments, as well as consultant staff and representation from the CRTPA. The Project Team met monthly to discuss the progress of the project. The team also reviewed and provided comments on all deliverables.

PROJECT BRANDING

Due to the COA and TDP being conducted simultaneously, the two projects were branded together with the “Think Transit” logo (shown at right). The logo was used throughout the project to identify information related to the joint projects.

ENGAGEMENT ROUND #1

The first round of engagement focused on public meetings and stakeholder interviews. The focus of this engagement was to understand what StarMetro was doing well and where improvements could be made. It was also to understand the priorities of the Tallahassee community.

Stakeholder Interviews

Stakeholders provide input to the TDP on behalf of a large group of individuals who have a common interest. Stakeholders were invited to join all general public outreach activities, as well as invited to participate in more focused virtual interviews. StarMetro identified certain organizations and groups for targeted interviews to provide input into the TDP. Figure 5-1 provides the list of interviews conducted and Figure 5-2 provides some screen captures from the virtual interviews.

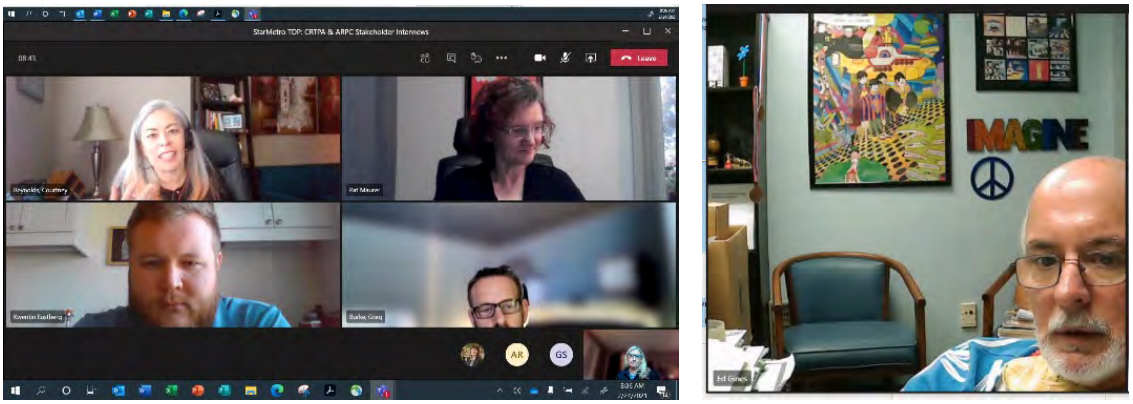
Figure 5-1 Stakeholder Interviews

Organization	Participants	Date
Blueprint Intergovernmental Agency	Autumn Calder, Director Megan Doherty, Planning Manager	February 9, 2021
Tallahassee Downtown Improvement Authority	Elizabeth Emmanuel, CEO	February 9, 2021
FSU, Transportation and Parking Services	Richard Rind, Director Anitra Farmer, Assistant Director	February 16, 2021
Elder Care Services	Ed Gines, Senior Solutions Specialist	February 18, 2021
Florida Department of Transportation, District Three	Toni Prough, Transit Coordinator Zach Balassone, Consultant	February 19, 2021
CRTPA	Greg Slay, Executive Director Greg Burke, Planning Manager	February 19, 2021
Apalachee Regional Planning Council (ARPC)	Kwentin Eastberg, Planning Manager Pat Maurer, Commuter Assistance Coordinator	February 19, 2021
City of Tallahassee, Neighborhood Affairs	John Baker, Manager Robyn Wainner, Neighborhood Services Coordinator	February 19, 2021
Lighthouse of the Big Bend / Seeing Independence	Kim Galban-Countryman, CEO	February 22, 2021
CareerSource Capital Region	Jim McShane, Chief Executive Officer Matthew Salera, Chief Financial Officer Dee Robinson, Senior Director	February 22, 2021

Organization	Participants	Date
Division of Blind Services	Wanda Stokley, Rehabilitation Technician	February 24, 2021
City of Tallahassee, Department of Sustainability and Community Preservation	Adam Jacobs, Sustainability and Resilience Manager	February 25, 2021
TCC	Kim Moore, VP for Workforce Innovation Sherri Rowland, VP Student Affairs Gerald Jones, AVP Student Affairs	February 26, 2021
Tallahassee Community Redevelopment Agency	Rick McCraw (Director) Sheila Williams (Principal Planner) M'lisa Ingram (Administrator)	March 3, 2021
Big Bend Continuum of Care	Entire Board	March 3, 2021
Sustainable Tallahassee	Mike Mitchell, Interim Executive Director & Board President	March 12, 2021
City of Tallahassee, Transit Advisory Committee	John Plescow, Chair	April 29, 2021
	Sila Miller, Physically Challenged Representative	May 18, 2021
Big Bend Transit	Shawn Mitchell	May 5, 2021

The following agencies were invited to a stakeholder interview but chose to participate through the general public meetings: FAMU, Leon County Schools, Disability Rights Florida, Veterans Affairs, and the Department of Children and Families' Refugee Services Northwest Region.

Figure 5-2 Stakeholder Screenshots

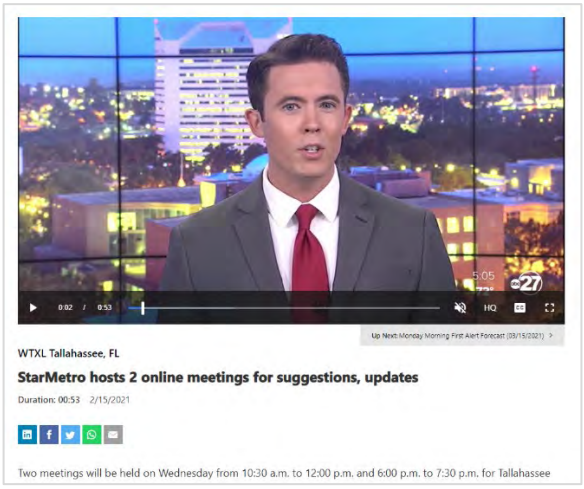


Screenshots of stakeholder interviews with the CRTPA and ARPC, as well as Elder Care Services.

A stakeholder guide was developed to ensure similar questions were asked of each stakeholder. The document guided the conversation as opposed to strictly confining the conversation to prescribed questions. Interviewers were encouraged to ask follow-up questions and delve into each interviewee's areas of expertise. A copy of the stakeholder guide can be found in the Public Involvement Plan.

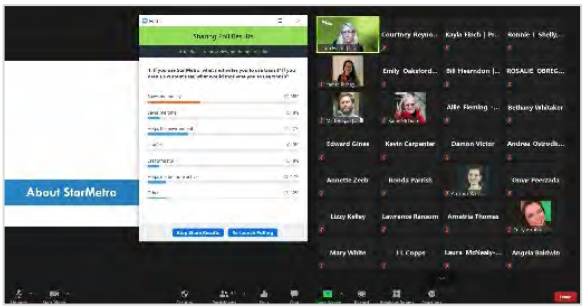
Public Meetings

StarMetro hosted two rounds of virtual public meetings. The presentation was recorded and posted to the StarMetro website for viewing by those who may not have been able to attend the live session.



WTXL aired a story promoting the first round of public meetings

The first round included two virtual sessions held February 17, 2021. The first session was offered during the workday, starting at 10:30 A.M. The second session was in the evening and started at 6:00 P.M. Marketing efforts included StarMetro's social media posts and a press release. Several media outlets carried a story about the StarMetro public meetings, including WTXL ABC27 (television broadcast and website) and WCTV (CBS affiliate).



Virtual presentations were used to engage the public and stakeholders.

Fifty (50) individuals registered for the morning session while 35 people registered for the evening session. Of the 85 registrants, 35 percent identified themselves as riders/customers. While registrants were from all over Tallahassee, over 30 registrants identified their residential ZIP code as 32304, which is located in western Tallahassee.

The meeting included a presentation and group activities. A copy of the PowerPoint for the meeting can be found in Appendix B.

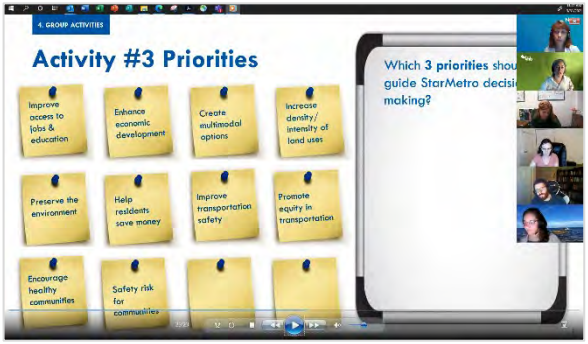
The presentation covered the following points:

- Benefits of public transportation
- Overview of StarMetro services

- Description of what is contained in a Transit Development Plan and Comprehensive Operational Analysis
- More ways to get involved

Interactive polling was used throughout the presentation to keep the audience engaged and gather feedback. After the presentation, participants were divided into virtual break-out rooms and guided through several activities. Between the two meetings, six break-out groups were assembled. The initial activity was to help everyone meet each other. The second asked participants to provide input on what StarMetro does well and areas where StarMetro could improve. Notes were taken in each breakout room to document the information provided.

The third activity focused on gathering input for priorities (See screenshot at right). Attendees were asked to identify the top three priorities they had for StarMetro. The groups were provided a list of previously identified priorities, but also given the opportunity to create their own. Two additional categories were created which included (1) reducing congestion and (2) connecting people to medical services. The most commonly chosen priority was "improve access to jobs and education." Every priority received at least one vote except "increase density/intensity of land uses." The full results of this third exercise are provided in Figure 5-3.



Breakout room activity in the first round of public meetings.

Figure 5-3 Public Meeting Exercise #3 Results

Priority	Votes
Enhance economic development	2
Improve access to jobs and education	5
Increase density/intensity of land uses	0
Create multimodal options	1
Preserve the environment	1
Help residents save money	1
Improve transportation safety	1
Promote equity in transportation	3
Encourage healthy communities	2
Connection to medical services*	1
Reduce congestion*	1

*Category was added by a member of the public in one break-out room and therefore was not voted on by other participants in other break-out rooms.

Immediately following the meeting, a copy of the PowerPoint slides and a recording of the meeting was posted to the project website. As of the writing of this document, the video had been viewed 113 times.

Customer Service Comments

As part of the public engagement process, a review of customer comments and complaints received through the StarMetro customer service line were also reviewed. Over 1,400 comments were logged during 2019. The comments are categorized by the customer service operators when received and those categories were used to create Figure 5-4.

Figure 5-4 Customer Service Comments by Category

Comment Category	Percent of Comments
Service Issues	67.6%
Other Providers	17.6%
Lost and Found	12.6%
Shelter/Bench Request	2.0%
New Service Area Request	0.2%

The majority of comments related to service concerns. Service concerns include a myriad of topics ranging from a driver not stopping to pick up a passenger, concerns with driver behavior such as excessive speed, and air conditioners not working on the bus. This category also included comments about other patrons, requests for advertising rates, and other miscellaneous items. Two percent of the comments were requests for bus stop improvements while only 0.2 percent were requests for new service areas. Over 12 percent related to items lost or found on StarMetro vehicles and almost 18 percent related to other service providers such as Big Bend Transit.

Prior Surveys

In addition to tracking Customer Service comments, StarMetro conducts continuous outreach activities on a variety of topics to continue to connect with riders. The Project Team reviewed the results of prior survey efforts which ranged from customer satisfaction surveys, surveys related to service changes, and surveys targeting particular populations (e.g., FSU students, faculty, and staff).

The Project Team reviewed survey results from seven prior survey efforts conducted between 2016 and 2019. The number of respondents varied from just over 50 to over 1,000 per survey effort. The total surveys completed for all seven surveys was 1,784. A list of the surveys, dates, and number of responses is provided in Figure 5-5.

Figure 5-5 Survey Efforts

Survey Effort	Date	Number of Responses
Post-Route Change Survey	October 2019	51
Pre-Route Change Survey	June 7, 2019	125
August 2019 Route Proposal Survey	May – June 2019	125
Seminole Express FSU Customer Survey	Spring 2019	1,027
45th Anniversary Survey	December 27, 2018	186
2018 Customer Satisfaction Survey	July 2018	170
Seminole Express Survey	October 30, 2016	100
		1,784

Some observations gathered from these seven survey efforts:

- The 45th Anniversary survey revealed the most used StarMetro application is the *Find My Bus* app.
- In the 2019 Seminole Express FSU Customer Survey, students accounted for more than 75 percent of respondents and over 60 percent were female. The most common reason given for not riding the bus was "I prefer my motorized vehicle" followed by "I do not know how to ride the bus."
- In the 2016 Seminole Express Survey, students accounted for 87 percent of those surveyed and over 65 percent were female. Approximately 70 percent indicated more lighting was needed at bus stops while approximately 85 percent indicated they felt safe riding the bus.
- Open-ended survey questions from the 2019 Pre-Route Change Survey reveal many people rely on StarMetro to get to work or school and that they are impacted significantly when a bus is behind schedule or has an infrequent schedule (e.g. long headway). Many suggested that bus delay problems are exacerbated during the winter months when riders have to wait in the cold and/or dark.
- Multiple survey results indicated that those who responded rode the bus every day.
- The 2018 Customer Service Survey found that passengers would use a bike, walk, or use a ridehail service if StarMetro services were not available. Almost 55 percent of respondents were female. Over 75 percent of respondents live in households with an annual average income less than $35,000.

Engagement Round #1 Themes

Based on the input received from the stakeholder interviews, the first two public meetings, and the comment log, the following themes were identified.

Partnerships & Purpose

- StarMetro serves a significant role in assisting the community get to work and school.
- StarMetro has very strong relationships with its partner organizations. They work well with other governmental agencies, social service organizations, and universities. There is a genuine appreciation for StarMetro's responsiveness such as driving residents to COVID testing and vaccine sites.

Customer Experience

- There is general appreciation from riders and non-riders for the technology upgrades StarMetro has undertaken to make the system more user-friendly (e.g., app, real-time info, and being able to pay fares with a smartphone).
- However, concerns about the "digital divide" that exists among core ridership were noted (i.e., technology upgrades may be inaccessible to primary riders).
- The importance of investing in electric buses was brought up many times.
- There were also many comments stating the need for more marketing of StarMetro's services. At times, the marketing comments were about reaching the general public, and sometimes they were specific to marketing to students or downtown hospitality workers. Commenters felt that many people do not know how to use StarMetro services so travel training would be important.

Capacity Concerns

- Bike racks on the buses are popular, but they are also sometimes full.
- Limits on the number of bags allowed on the bus and the lack of bag storage were mentioned a few times, especially by social service organizations. StarMetro limits riders to two bags (like groceries).
- There were concerns that COVID boarding restrictions (e.g., limitations on the number of passengers per bus) were impacting the people who need the bus to get to work the most. (It should be noted that the restrictions are not likely permanent.)

Service

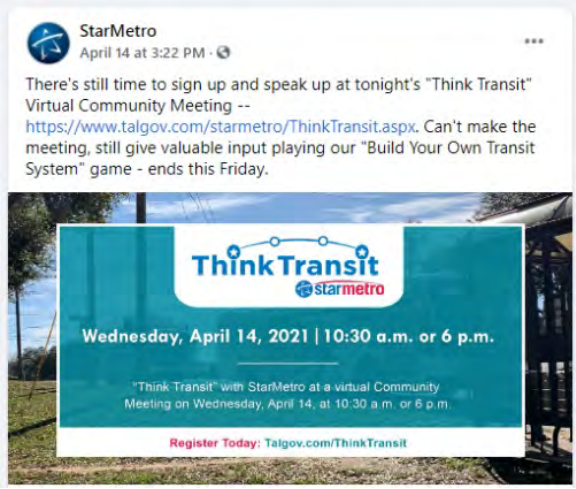
- Dial-A-Ride is generally well received, but requests were made to shorten the reservation window given that passengers must request services the day before.
- Long headways are an issue for passengers in that they can create very long travel times.

ENGAGEMENT ROUND #2

Between the two rounds of public engagement, the Project Team conducted data analysis as well as a goal setting exercise with StarMetro staff. The data analyses, goals, and input received during the first round of public engagement were used to establish a list of preliminary alternatives for the TDP. These alternatives fall into four categories: service, infrastructure, technology, and policies and plans. The second round of public engagement was focused on determining that the draft alternatives were appropriate and gathering input on which alternatives should be prioritized over the others.

Public Meetings

A second round of public meetings were hosted on April 14, 2021, with a meeting at 10:30 A.M. and a second meeting at 6:00 P.M. Pre-registration was required with 27 people registered for the morning meeting and 10 people registered for the evening meeting. The meetings were promoted in a similar manner to the first round of public meetings. A sample Facebook post is shown at right. Approximately half of the participants indicated they had attended the first round of public meetings.



Facebook posting announcing the *Think Transit* April 14, 2021, meetings.

The agenda included the following items:

- Update on TDP and COA efforts
- Detailed examination of the TDP alternatives
- Ways to stay involved
- Break-out conversations

There were two primary ways for participants to provide input during the meeting. First, polling activities were conducted during both meetings to ascertain which alternatives should be prioritized. The results of the polling exercises are provided in Figure 5-6. The top priority based on the number of votes received was increased frequency, followed by later evening service, transit signal priority, substitute paratransit services, Southside Transit Center, and the bus ambassador/travel trainer program.

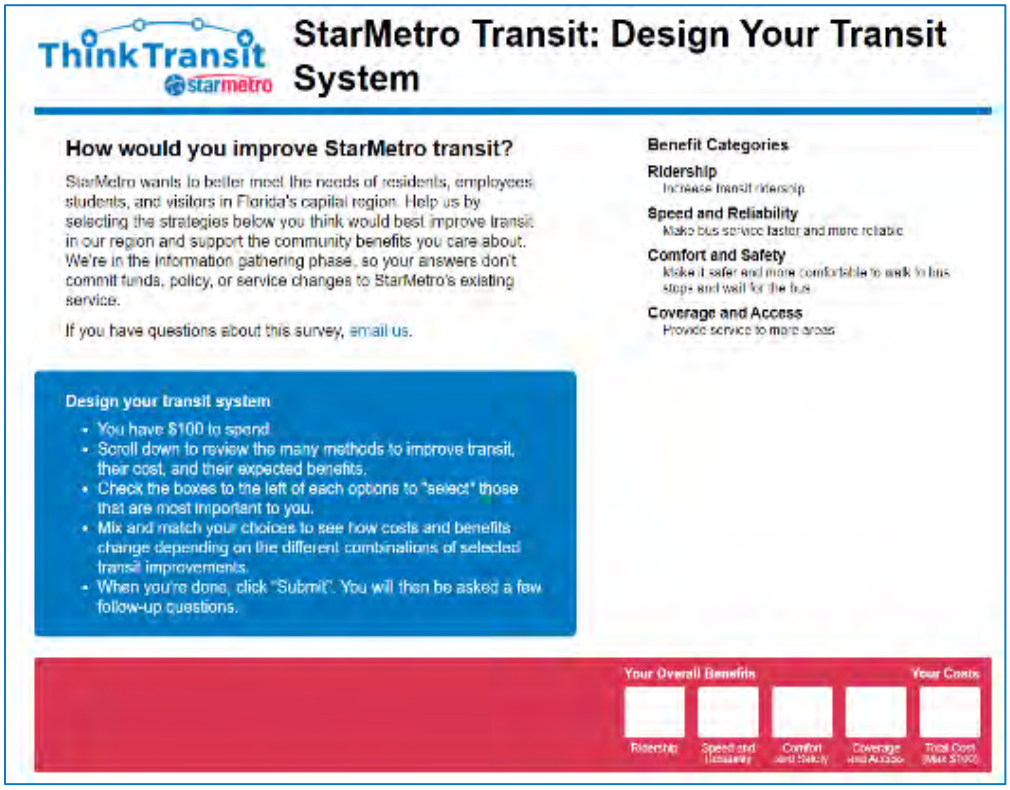
To supplement the input gathered during the polling exercises, meeting participants were invited to join the Project Team in break-out rooms to discuss, provide input on and

ask questions about the proposed alternatives. A copy of the PowerPoint for the meeting can be found in Appendix B.

Figure 5-6 Public Meeting Polling Results

Service		Infrastructure		Technology, Planning & Policy	
Alternatives	**Votes**	**Alternatives**	**Votes**	**Alternatives**	**Votes**
Increase frequency	40.8%	Southside Transit Center	21.4%	Transit Signal Priority	28.6%
Later evening service	24.5%	Bus Stop Upgrades: benches, shelters, & reflective signs	19.6%	Substitute paratransit services	23.2%
Enhanced transit service TCC to CK Steele	14.3%	Electric Buses	16.1%	Bus ambassador/ travel trainer program	21.4%
Increased Saturday service	10.2%	Mobility Hubs	12.5%	Audio announcements at CK Steele	16.1%
Increased Sunday service	10.2%	Upgrades to CK Steele	12.5%	Marketing campaign	10.7%
		Bus Stop Upgrades: ADA improvements	12.5%		
		Park & Ride Lots	5.4%		

Immediately following the public meeting, a copy of the PowerPoint slides and a recording of the meeting was posted to the project website. As of the writing of this document, the video had been viewed 67 times.



Design Your Transit System Tool screenshot

Design Your Transit System Tool

Launched during the first round of public meetings and closed April 16, 2021 (shortly after the second round of public meetings), the Design Your Transit System tool (shown above) gathered input from the public on desired transit improvements. Participants were asked to identify their top priorities among several characteristics of public transportation service, choosing elements from several categories: service improvements (S), passenger amenities (A), capital investments (CI), technological improvements (T), and transit policies (P). Respondents could select more than one option in each category; their only limitation was that their overall budget could not exceed $100.

With over 300 people participating, transit elements, ranked by popularity (the number of times each element was selected), are shown in Figure 5-7. The elements selected by over 60% of all respondents were:

- More Benches, Shelters, Amenities (74.5%)
- Real-time Arrival Info (68.1%)
- Expand Service Area (62.6%)
- More Frequent Weekday Service (61.0%)

In the survey, “Expand Service Area” and “More Frequent Weekday Service” were listed at $25, the highest priced elements of the survey. Even at this high cost, these elements

were among the top selected improvements. The transit elements that were selected the least were Park and Ride Lots (25.8%), On-demand Shared Ride Shuttle (31.6%), and Fare Capping (32.6%).

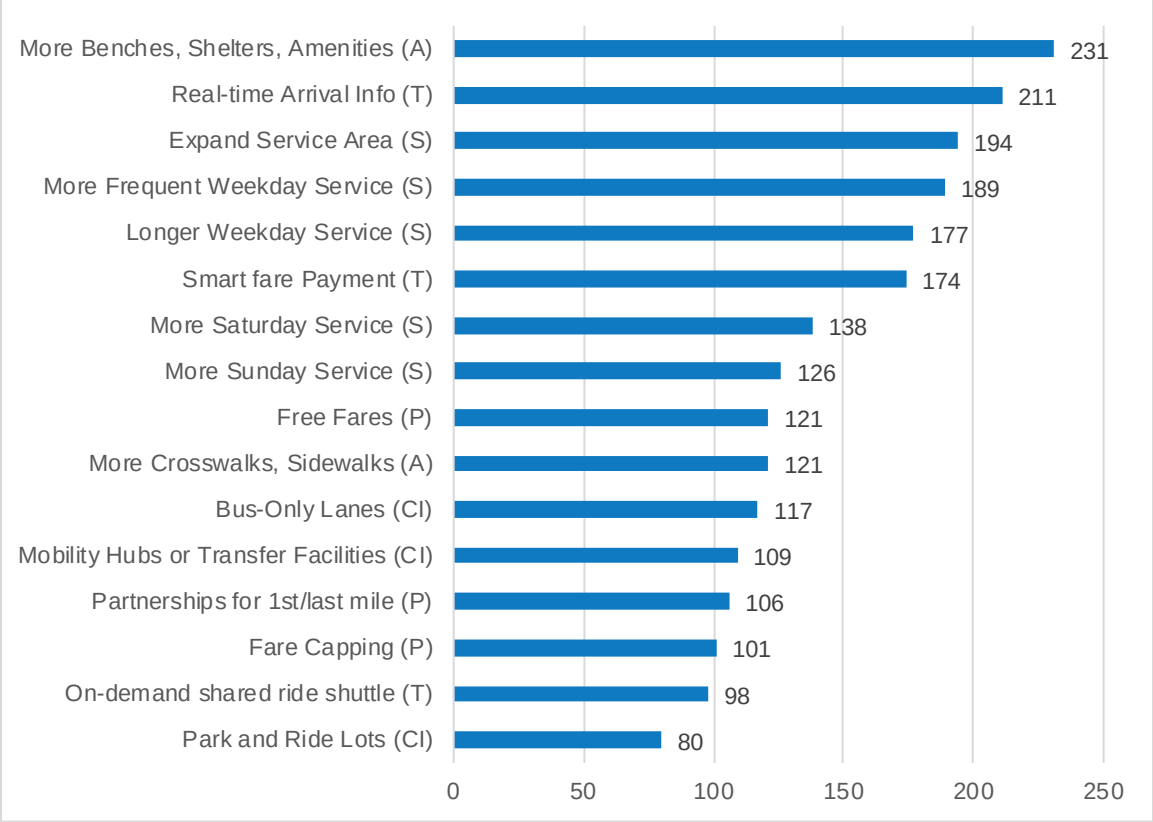
WEBSITE AND SOCIAL MEDIA

StarMetro used its website (Talgov.com/StarMetro/ThinkTransit.aspx), Facebook account (www.facebook.com/RideStarMetro), and Twitter account (www.twitter.com/RideStarMetro) to promote and provide information on the TDP activities. This digital outreach was supported by a series of emails with project updates and links to visit the Talgov.com/ThinkTransit landing page. Copies of public outreach materials and videos of the public outreach meetings were uploaded to the website for viewing beyond the dates of the meetings.

COMMISSION APPROVAL

The City Commission is scheduled to review and vote on the approval of the TDP on July 7, 2021.

Figure 5-7 Design Your Transit System Results



6 SITUATION APPRAISAL

Formally required by state statute, the situation appraisal provides the context in which StarMetro is operating and what implications that context has for transit operations. This section includes a review of planning and other studies which collectively provide an understanding of the direction of the City of Tallahassee and Leon County. After the plan review, the following specific topics are addressed as required by state statute:

- Effects of land use, state and local transportation plans, and other governmental actions and policies
- Assessment of the extent to which land use and urban design patterns in the service area support or hinder the efficient provision of transit service
- Socioeconomic trends, organizational issues, and technology
- Estimation of the community's demand for transit service

In addition to these topics, this section also includes a section on the COVID-19 pandemic and its implications for transit.

COVID-19 PANDEMIC

Governor Ron DeSantis confirmed the arrival of the coronavirus in Florida on March 1, 2020, following two positive cases. He officially declared a state of emergency eight days later. By March 11, Governor DeSantis put orders in place to limit visitations to nursing homes; bars and restaurants were first closed on March 17.

StarMetro began modifying service on March 19, 2020, first by ending service at 8 pm, cancelling the Park route and night service, suspending Trolley service, and reducing bus capacity to 15 passengers. From there, StarMetro continued to adjust service levels and add safety measures as needed to keep passengers and operators safe, to deliver essential workers to and from work, and to transport those needing access to COVID-19 testing and vaccine centers for free.

To ease the burden of added regulatory compliance (e.g., mask mandate) and loss of revenue from lower ridership, the Federal Government has provided funding to assist transit agencies through the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The emergency funding provided $25 billion for transit agencies across the country and $9,743,172 for StarMetro. Another $14 billion was allocated to transit agencies through the Coronavirus Response and Relief Supplemental Appropriations Act of 2021

(CRRSAA) from December 2020, which included $3,776,435 for StarMetro. In March 2021, the American Rescue Plan (ARP) Act established additional emergency funding for public transit; StarMetro was apportioned $10,274,902 in Section 5307 and $32,932 in Section 5310 ARP funding.

Implications for Transit

Locally and nationally, transit ridership was substantially affected by the pandemic. As workers shifted to working from home, non-essential trips were avoided, and unemployment spiked, transit ridership dropped precipitously. This loss in ridership affected StarMetro's revenue, compounding the challenge of an 11.7% reduction in general revenue contributions, but the Federal government's CARES Act funds made up some of the resulting budget shortfall.

By March 1, 2021, the death toll in Florida was over 30,000 and the number of positive cases topped 1.9 million. In Leon County, the death toll was approximately 280 with 29,052 infections over the first year of the pandemic. As of the end of February 2021, approximately 15 percent of Floridians had received at least one vaccine dose. By mid-March, 62,275 people in Leon County had received at least one vaccination dose. While the timeline to full vaccine adoption is unknown, StarMetro is preparing for the possibility of returning to pre-pandemic operating conditions in September of 2021. StarMetro, like transit agencies across the country, face the daunting task of rebuilding ridership in a post-pandemic world. StarMetro will work with city leaders and stakeholders to determine the timeline for reintroducing service, increasing bus capacity, and encouraging riders to return to transit.

During 2020, on-time performance (OTP) improved, likely due to decreased congestion from less travel demand. As businesses reopen and the economy recovers, traffic levels will increase as well, making reliable transit service even more crucial. The pandemic of 2020 highlighted the impact and value of StarMetro and other public services in terms of quality of life and access to economic opportunities.

LAND USE

Land use is an important factor in the provision of transit services. The examination of Tallahassee land use in Chapter 2 revealed the following:

- Current land use in Tallahassee is predominantly designated as single-family residential
- Major corridors (Capital Circle, Monroe Street, Tennessee Street, and Apalachee Parkway) and the university areas have land use designations that allow for higher densities
- The City of Tallahassee and Leon County instituted an Urban Service Boundary to concentrate growth

- The Future Land Use map shows new development concentrated in the southeast and northeast areas
- Tallahassee has eight federally designated Opportunity Zones, which are located to the south and west of downtown. These zones encompass FSU, FAMU, and TCC, as well as their surrounding neighborhoods.
- These Opportunity Zones are intended to spur economic development and job creation by incentivizing long-term investments in low-income neighborhoods by offering capital gain tax incentives

Implications for Transit

Public transit is most effective in areas with high population and employment density, since transit is generally accessible to those who are within one-quarter mile of a bus stop. In order to serve the greatest number of people, transit service levels should be matched with transit demand. Providing frequent service in areas with the highest demand can get more people to their destinations faster and more reliably. In contrast, areas with low density may not provide an environment where fixed-route transit can be effective.

Figure 6-1 Relationship Between Land Use and Transit

Tallahassee's development patterns do not lend themselves to efficient transit service except in the more densely populated areas such as around the universities and downtown. The large areas of single-family residential use not only lack the density to support transit, but many neighborhood streets are narrow and winding in a way that makes it difficult for larger transit vehicles to operate. The City and County's joint

Department of Planning, Land Management, and Community Enhancement (PLACE) is working to concentrate development in certain areas; once that comes to fruition it will be easier for StarMetro to provide efficient services in those areas.

The tax-friendly policies available to developers within the eight Opportunity Zones provide a pathway to fill needs throughout StarMetro's service area. Policies that require close coordination with StarMetro as part of any future Opportunity Zone development can be a pathway to incorporate transit facilities and amenities. There are examples of transit-supportive policies currently in place for developments in the MMTD. These include requirements to provide transit shelters that are consistent with StarMetro standards based on the size of the development. Close partnerships with Opportunity Zone developers can highlight additional needs of StarMetro customers, such as access to fresh food, the need for affordable housing, and gaps in daycare facilities.

PLAN REVIEW

State statute requires a review of state and local transportation plans. This section includes a review of these types of plans, as well as others related to placemaking, economic development, infrastructure, and technology upgrades. For each plan, the authoring agency, date of completion, and general implications for transit are provided.

Implications for Transit

Broadly speaking, these plans include a vision that is supportive of transit and identifies a series of upcoming projects from which transit may benefit. Local plans and policies increasingly recognize that a safe, efficient, and accessible multimodal system is key to the region's ability to achieve broader goals.

Local plans frequently cite the importance of neighborhood-level planning and placemaking, with particular focus on historically underserved communities like Frenchtown, South City, Southside/South Monroe, and Griffin Heights. Transit's role in connecting neighborhoods to employment and other destinations is recognized as central to these efforts. However, identifying funding sources for transit improvements is expected to remain challenging.

Figure 6-2 Plan Review

Plan Name / Agency, Year	Summary	Key Findings
Connections 2045 Regional Mobility Plan CRTPA, 2020	Represents the CRTPA's Long Range Transportation Plan. The Plan outlines the current state of transportation in the CRTPA region, areas where future growth is projected, and anticipated transportation needs.	▪ The Regional Mobility Plan provided limited transit recommendations, pending the completion of StarMetro's 2021 Major Update ▪ The Plan, however, noted several areas of growth in StarMetro's service area that could affect future transit demand and routing ▪ Frenchtown, Miccosukee, Huntington Woods, Market District, Midtown, and Monroe Adams Corridor are identified as placemaking candidates and potential growth areas ▪ Additionally, the Plan anticipates continued growth in the eastern and southwestern portions of Leon County due to recent roadway improvements (i.e., extension of Welaunee Boulevard and planned changes to US-90/Mahan Drive) that may result in developments
Florida Transportation Plan FDOT, 2020 Update	Provides a statewide vision for Florida's transportation system. The plan coordinates state, regional, and local transportation partner actions to achieve specific goals and objectives. The Plan is comprised of four elements: vision, policy, performance, and implementation. FDOT completed the vision, policy, and performance elements in 2020; the implementation element is scheduled to be completed in 2021.	▪ The Plan does not specifically reference StarMetro, but certain goals may affect the prioritization of StarMetro's service improvements ▪ Completing transportation networks is a key strategy. The Plan calls for improving connectivity among local transit systems, between regional and local transit systems, and between transit systems and other modes. This measure would support travel across jurisdictions and between urban and rural areas. ▪ The Plan emphasizes mobility for all residents regardless of age, disability, or economic status and improving the affordability of transportation. The goal is also supported by objectives to remove barriers to transportation, such as limited English proficiency, access to broadband, or a smart device. ▪ To protect natural resources, the Plan also calls for integrating land use, transportation, and conservation initiatives. Providing multi-modal alternatives to single-occupancy vehicles (SOV) is a strategy listed under this objective.
Adopted Priority Project List (PPL), FY2022-2026 CRTPA, 2020	A prioritized listing of transportation projects adopted annually for TIP funding consideration.	▪ $2,000,000 sought to fund construction of the Southside Transit Center ▪ $500,000 sought to fund a planning study to identify redevelopment opportunities at C.K. Steele Plaza ▪ $400,000 sought to fund construction of Transit Signal Priority (TSP) systems, including equipping buses with a GPS system to improve safety and efficiency ▪ $5,000,000 sought for infrastructure to support an all-electric bus fleet

Plan Name / Agency, Year	Summary	Key Findings
ITS Master Plan CRTPA and City of Tallahassee, 2020	Identifies strategies and tools related to communications and field technologies that support efficiency and effectiveness in the City of Tallahassee's transportation network	▪ In the Mid-term (5-10 years from the publication of the report), the Plan proposes installation of TSP in StarMetro's service area to improve travel times and on-time performance. ▪ The Plan references the potential to implement one of two types of TSP systems: a locally triggered system or a centralized control system.
Tallahassee-Leon County Comprehensive Plan City of Tallahassee, Leon County, 1990 with Updates	Outlines policies to guide future growth and development. Leon County and the City of Tallahassee originally adopted the Comprehensive Plan in 1990 and have amended the document annually. For the 2021-2030 time horizon, the Plan identifies bus stop upgrades, construction of connection centers, construction of an operations and maintenance facility, Steele Plaza renovations, installation of fareboxes, and acquisition of fleet vehicles/vans as capital projects	▪ In the long-term, the Plan calls for BRT infrastructure, construction of park-and-ride lots, and the purchase of additional fleet vehicles including articulated buses ▪ The Comprehensive Plan has a goal to increase public transit mode share to five to ten percent by providing public transit service that is comparable to driving. The Plan intends to achieve this goal by integrating mass transit planning into the broader transportation network and land use planning. Strategies include establishing land use regulations to emphasize transit use, coordinating the location and design of office parks to encourage ridesharing and transit use, creating programs such as an employee pass program to encourage interest in transit, encourage the elimination of the parking subsidy, and establish education/encouragement programs. The planning of transit services will focus on major trip generator and densities. ▪ The City will also explore alternatives to traditional transit and pursue a long-range master plan to implement the system. ▪ The City intends to identify alternative and innovative funding sources to support continued transit service. Funding strategies may include sales tax, property tax, future charter county surtax, gas tax, impact fees, and the significant benefits program. ▪ To better serve the needs of the transportation disadvantaged, the City intends to pursue an evaluation of unmet needs related to public and private transit systems.
Neighborhood First Plan – Frenchtown City of Tallahassee, 2020	Builds on earlier planning efforts and proposes new ideas to address community priorities	To expand access to essential services, the Plan recommends assessing and implementing measures to increase the frequency of transit service and to reduce fares

Plan Name / Agency, Year	Summary	Key Findings
Neighborhood First Plan - Griffin Heights City of Tallahassee, 2020	Addresses community priorities as it relates to public safety. Action areas focus on crime prevention and education, beautification, resident empowerment, and volunteerism in Griffin Heights, a 629-acre area northwest of Downtown Tallahassee.	▪ StarMetro's Moss route serves the community, but residents still find that they must walk long distances to access stops ▪ Residents have concerns fare pricing is too high and service is not reliable ▪ Residents identified bus stops that could benefit from enhancements (e.g., benches, shelters, etc.) ▪ Plan strategies include: o Having StarMetro conduct education initiatives in Griffin Heights about accessing services o Advocate for StarMetro route changes, including adding fixed route services in Neighborhood o Improve bus stop facilities at Preston and Richmond streets, Basin and Arizona streets o Advocate for installing a bus stop at Alabama and Birmingham Streets to serve Miracle Village residents Identify resources to enable seniors to receive fee waivers/discounts for Dial-A-Ride transit services
TDP Annual Update 2020 StarMetro, 2020	Per Section 341.052, F.S., annual updates are required and shall be in the form of a progress report.	Includes previous year accomplishments, analysis of discrepancies between the plan and implementation efforts, revised implementation plan for the new tenth year, revised financial plan, and a revised list of projects or services needed to meet the goals and objectives
Five-Year Strategic Plan City of Tallahassee, 2019	Outlines goals and objectives to direct policy and budgetary decisions related to the core services provided by the City. These services include public transportation, housing and human services, planning and growth management, and other areas.	▪ The Plan identifies seven priority areas and supporting strategies to advance the City's services. Several strategies may impact StarMetro's ridership and operations. ▪ The City intends to develop several brownfield areas within the South Monroe corridor. ▪ As part of its goal to relieve poverty, the City intends to increase the volume of affordable housing units in the City by converting vacant housing units or by building new homes. This increase in residential density may result in greater transit demand. ▪ The City outlines specific goals for the public transit system: increasing on-time performance to 90 percent and completing construction of the C.K. Steele Plaza multi-modal hub and the SouthsideTransit Center by 2022.

Plan Name / Agency, Year	Summary	Key Findings
Community Resilience Plan City of Tallahassee, 2019	Action plan to address "chronic stresses" to resiliency, such as job, food, and housing insecurity, as well as acute threats such as flooding, extreme temperatures, and severe storms. The Plan centers on four goals, each supported by six strategies.	▪ Transit plays a role in several resiliency strategies: o Design StarMetro transit centers to foster public safety and preparedness o Implement "complete streets" designs that encourage greater walking, bicycling, and transit use, to reduce greenhouse gas emissions and decrease risk to climate-related threats o To reduce local greenhouse emissions, convert the City's transit fleet to clean fuel vehicles by 2035 ▪ Public transit is viewed as a means to maintain essential mobility during climate threats ▪ Improving bus service for transit-dependent populations leads to expanding access for underserved areas
Campus Master Plan Florida State University, 2019 (Revised)	Outlines the goals, objectives, and policies to guide campus development through 2025, during which increases to student, faculty, and staff populations are anticipated. The Campus Master Plan outlines how the University will allocate facilities and physical resources to accommodate this expected growth.	▪ Existing StarMetro service to campus will remain largely unchanged. StarMetro routes currently operate near the outer perimeter of campus (also known as the "outer loop") as well as near parking garages and facilities (in an area known as the "inner loop"). The routes provide connectivity between the campus and the City, and internal circulation around campus, including access to parking garages. ▪ StarMetro currently offers "fare-free" rides to FSU students, faculty, and staff
TDP Annual Update 2019 StarMetro, 2019	Required annual update, per Section 341.052, F.S.	▪ New project added: Southside Transit Center ▪ States that the objective to “capture new markets” has been removed ▪ Removes objectives to have minimum of 14 hours of service per day on 80% of routes and 20-minute or better service in the MMTD during peak periods ▪ CRTPA to take the lead to develop a regional, multi-jurisdictional, multi-provider transit service plan ▪ Significant progress made on installation of transit shelters and benches ▪ 10-year contract signed with FSU; FAMU U-Pass agreement approved; and Memorandum of Understanding (MOU) with TCC to offer discounted semester passes
Neighborhood First Plan - Greater Bond City of Tallahassee, 2018	Addresses community priorities related to public safety. The document is a citizen-based action plan conducted as part of the Neighborhood Public Safety Initiative. Action areas focus on crime prevention and education, beautification, resident empowerment, and volunteerism in the Greater Bond community, a 468-acre area in the southwestern quadrant of Tallahassee.	As part of a package of strategies to promote economic development and resident empowerment, the Plan calls for conducting an inventory of bus stops in the community to understand transit facility needs and to educate residents about transit access options.

Plan Name / Agency, Year	Summary	Key Findings
Public Involvement Process Plan (PPP) CRTPA, 2018	The CRTPA's PIPP provides a proactive public involvement process to meet the need for better community involvement in the transportation planning process.	Referenced during development of Public Involvement Plan for this TDP
TDP Annual Update 2018 StarMetro, 2018	Required annual update, per Section 341.052, F.S.	▪ Noted changes in management; reaffirmed commitment to focus on StarMetro's core functions and improve coordination and communication ▪ Action step listed was to conduct a COA and Havana Express (new service) to be implemented in 2020 ▪ Possible Tallahassee airport service moved to 2022, following recommendations from COA ▪ New flex service in southwest Tallahassee launched to support the VA Clinic
Leon Transportation Disadvantaged Service Plan Leon County, 2017	Provides a framework for accommodating the needs of persons who are unable to transport themselves or purchase transportation because of physical or mental disability, income, status, or age	▪ The number of individuals that fall under Florida's TD category was estimated to be 146,488 (or 51 percent of the Leon County population) in 2020. Forecasts show this rate increasing by 2.2 percent per year, and the demand for trips increasing as a result. ▪ The Plan identifies several service goals to guide decision-making for TD service: o Ensure availability of service to the Transportation Disadvantaged o Ensure that service is delivered in the most effective and efficient manner o Ensure that quality of service meets the established standards o Ensure program accountability o Monitor the system to determine that community transportation disadvantaged needs are met o Ensure coordinating board development and function o Improve awareness of system services and limitations o Promote community resource development ▪ Create additional transportation opportunities

Plan Name / Agency, Year	Summary	Key Findings
Feasibility Analysis - Shelter Site in Greater Frenchtown/Southside CRA Tallahassee Community Redevelopment Agency, 2017	Evaluates the feasibility of different development scenarios for a parcel (known as the "Shelter Site") within the Greater Frenchtown/Southside redevelopment area. The Shelter Site is bounded by W. Tennessee Street to the south, W. Macomb Street to the west, W. Virginia Street to the north, and N. Martin Luther King Jr. Boulevard to the east.	▪ In particular, the study examined the financial implications of a redevelopment program submitted by the Frenchtown Redevelopment Partners, that includes office, retail, grocery store, and residential (250 rental apartment units, and 20 townhome unit) land uses. ▪ The study found that in the near-term, the local market supports a development program focused on rental apartments and some retail (restaurant/food and beverage development). ▪ Current market conditions do not support the office and retail aspects of the Frenchtown Redevelopment Partners plan, though it may in the future.
TDP Annual Update StarMetro, 2017	Required annual update, per Section 341.052, F.S.	▪ BRT no longer being pursued (moved to 2022-2026 of implementation timeline) ▪ Real-time arrival software/installation completed ▪ Capital improvements (Connection Centers, bus stop upgrades, etc.) moved to 2020 when Blueprint funds are available ▪ New projects for the tenth year: neighborhood circulators to feed into Connection Centers
Strategic Intermodal System Policy Plan FDOT, 2016	Outlines the goals, objectives, and strategies that guide investments in Florida's Strategic Intermodal System (SIS). The facilities included in the SIS include hubs, corridors, and connectors, which are critical to the interregional movement of people and goods, and Florida's economic development. The Plan identifies three emphasis areas for the allocation of resources. Of these priorities, two have relevance to public transit.	▪ One objective includes ensuring the efficiency and reliability of multimodal transportation connectivity between Florida's economic region and between Florida and other states and nations. A strategy supporting this objective is the integration of regional and local transportation systems to support interregional trips. A part of this integration involves co-locating modes, synchronizing systems, and providing for the safe and efficient transfer between modes. The plan also calls for the expansion of transportation choices and improving access to passenger hubs, as well as expanding transportation choice and integrating modes for interregional trips. ▪ Another objective involves providing transportation systems to support Florida as a global hub for trade, tourism, talent, innovation, business, and investment. A key strategy that supports this objective is locating and expanding passenger hub in urban centers.

Plan Name / Agency, Year	Summary	Key Findings
Greater Frenchtown/ Southside Investment Plan Tallahassee Community Redevelopment Agency, 2015	Guides the revitalization of the Frenchtown/Southside Community, an area with 1,450 acres of residential, commercial, and industrial land use near Downtown Tallahassee. Adopted by the Community Redevelopment Agency (CRA) in 2015, the plan consists of programs and projects that address redevelopment issues in targeted areas of the Frenchtown/ Southside Community.	▪ The community vision for the local transportation system identifies safety as a priority, as well as providing mobility to those who do not drive ▪ The area is currently served by fixed route and demand-responsive transit service, but improvements to bus stop facilities are needed. The community desires increased nighttime and weekend service. ▪ There is a lack of pedestrian facilities connected to bus stops; the sidewalks and infrastructure that do exist need repair
TDP Major Update StarMetro, 2015	The 2016 major update was produced in cooperation with the CRTPA as part of the Regional Mobility Plan for the Tallahassee region, which incorporated the update of the Long-Range Transportation Plan in conjunction with the TDP update.	▪ Established five goal areas: provide safe and reliable multimodal mobility for all and create access to opportunities; link multimodal mobility and land use; leverage resources, investments, and infrastructure; enhance and expand fiscal capacity for future mobility investments; ensure citizens the opportunity to provide input in the transit planning process ▪ Very focused on growth and expansion of the system
Campus Master Plan Florida A&M University, 2012	Provides the University's approach for accommodating expected student population increases. The latest version of the Plan is for the period 2010 to 2020, meaning some strategies may already be implemented.	▪ Efforts are underway to create a cohesive transportation network and land uses to link the downtown area to three local institutions (FAMU, Florida State University, and Tallahassee Community College). ▪ The plan calls for increased encouragement of alternative transportation options for travel to, from, and around campus. ▪ Automobile travel through campus would be restricted and terminate at peripheral parking areas. The campus's internal transportation network would focus on pedestrian, bicycle, and transit travel.
TDP 2011-2020 Major Update StarMetro, 2011	Provides a roadmap for the delivery of effective and efficient transit service and expected capital needs	▪ StarMetro's 2011 TDP outlined several recommendations for improving system service, including: o Continuing to operate University routes o Continuing to decentralize routes under the Nova2010 initiative o Replacing traditional buses with electric buses, under the TIGGERII program o Implementing service along Mahan Drive, Blairstone Road, and Tram Road o Expanding Nova2010 service span to include nighttime operations and improved headways o Installing a new Park and Ride facility o Constructing satellite transfer and intermodal facilities o Launching an Airport Express route ▪ It also called for StarMetro's continued involvement in regional transportation planning

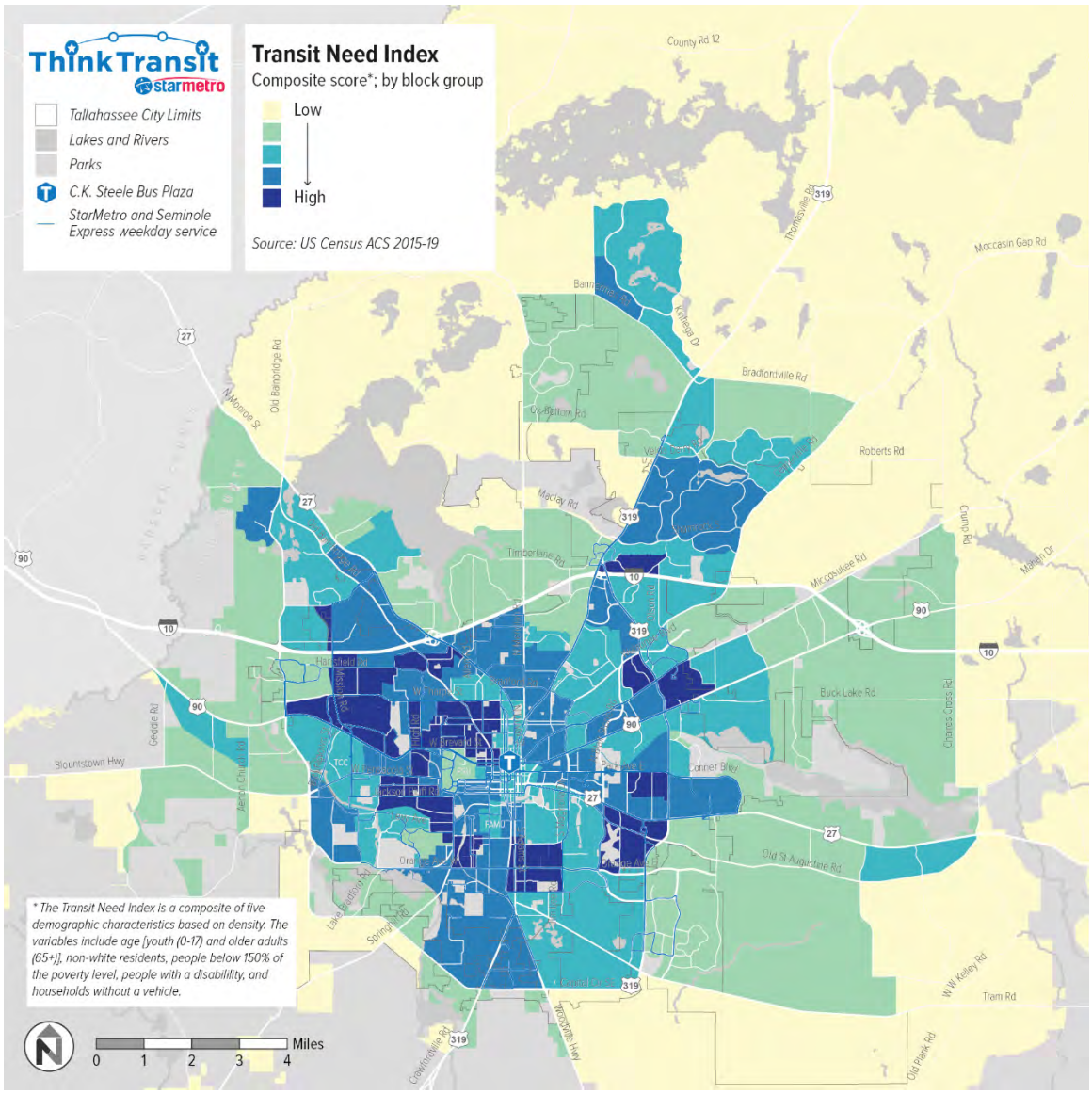
Plan Name / Agency, Year	Summary	Key Findings
Multimodal Transportation District Plan Tallahassee/Leon County, 2008	Provides a framework for planning and implementing pedestrian, bicycling, and transit facilities in the MMTD	▪ References the creation of StarMetro "SuperStops" that will serve as satellite transfer hubs to create greater system efficiency. This strategy appears to be associated with the Nova2010 initiative. ▪ StarMetro service will connect to Regional Transfer Stations and Park and Ride lots to better serve regional trips ▪ The Plan has not been updated since its adoption, so strategies may already be implemented
Downtown Redevelopment Plan Tallahassee Community Redevelopment Agency, 2004	Outlines strategies and actions to revitalize the downtown area	▪ The 17-year-old Plan calls for the construction of a multi-modal transportation center in Downtown Tallahassee ▪ Establishes as a goal the identification of a gateway from the Tallahassee International Airport to downtown destinations, that will incorporate mass transportation facilities
Future Land Use Story Map Tallahassee/Leon County PLACE, Date unknown	Provides the future land use categories for Tallahassee and surrounding areas	▪ The Land Use map features a "Central Core" land use category to describe Downtown Tallahassee. Areas that fall under this land use category will have mixed uses and be supported by pedestrian, bicycling, and transit modes. ▪ The map also features an "Activity Center" land use category that encompasses community-wide or regional commercial activity located near housing and employment centers. Activity Centers are intended to create efficiencies in the transportation network by reducing trips.
Allowable Land Use Map for Greater Frenchtown Southside (GFS) District Tallahassee Community Redevelopment Agency, date unknown	Outlines the land uses for the Frenchtown/ Southside district, which may indicate areas for future growth and transit demand	Residential and commercial densities are greatest along Tennessee Street in Frenchtown, and Gaines and Madison Streets in Southside.

SOCIOECONOMIC TRENDS

A review of socioeconomic factors helps identify key trends and phenomena that may or may not be supportive of transit services. The two main factors are population and employment, discussed below.

The Transit Need Index, discussed earlier in Chapter 2, is a composite score based on socioeconomic characteristics associated with higher rates of transit use. Census Block Groups with higher index scores are then identified as areas where transit service may be in highest demand. Figure 6-3 is the Transit Need Index map from that earlier chapter, featured below for easier reference.

Figure 6-3 Transit Need Index Map



Source: US Census ACS 2019 5-Year Estimates, Tallahassee-Leon County GIS, StarMetro

Population Trends

The population is increasing slightly throughout most of the city, but especially in the northeast quadrant of the urban area. There are small pockets of decreasing population, including near the downtown area.

Population growth within the City of Tallahassee has outpaced growth in unincorporated Leon County in the last two decades. This trend is likely to continue at least through the 2030s (Office of Economic Vitality, 2020). The areas around FSU, TCC, Frenchtown, Griffin Heights, and South City will remain the highest-density residential areas in 2030.

While older adults (65+) comprised the fastest-growing cohort from 2010 to 2019, Tallahassee's role as home to several major university campuses will result in a relatively constant population of young adults. From 2011 to 2021, the share of Leon County's population aged 60 or older licensed to drive increased from 18 to 27%. In the same period, the share of the younger population (30 years or below) with a driver's licenses decreased from 33 to 26% (Office of Economic Vitality, 2021).

Employment Trends

Between 2015 and 2030, the number of jobs in the Tallahassee Urbanized Area is projected to increase by about 18%. Employment density will also remain concentrated along existing corridors.

Jobs are increasing throughout most of the city, especially near downtown, FSU, and along N. Monroe Street. Jobs are decreasing primarily north of I-10.

Tallahassee's largest employment sectors, including the universities, state and local governments, and hospital systems, are expected to remain dominant throughout the planning period.

Some growth of peripheral employment centers has taken place (e.g., Killearn and SouthWood) but there has not been a dramatic shift in the spatial distribution of employment densities.

Implications for Transit

Socioeconomic conditions in Tallahassee over the next ten years are projected to remain generally aligned with recent trends, including an aging population and continued growth in existing population and employment centers. These trends will require StarMetro to continue exploring strategies to improve the quality, efficiency, and effectiveness of service to its core service area and riders.

TRAVEL BEHAVIOR

In addition to simple travel behavior trends, there are also new means of travel entering the marketplace. Each of these factors are explored below.

Commute Trends

Typically, commute trips are the backbone of transit systems as work trips are more predictable and consistent than other types of trips. Travel patterns (see Chapter 2) show that there are several popular commute destinations: downtown, TCC, FSU, and the medical district northeast of downtown.

In addition, only two percent of commuters in the Tallahassee Urbanized Area used transit to get to work prior to the pandemic. Those transit commuters are not evenly distributed across the City. The highest transit usage tends to be in areas west and south of downtown, which place residents in closer proximity to the university destinations as well as downtown.

Most passengers access transit by walking or biking. As for pedestrian and bicycle infrastructure, most major streets have sidewalks, but many neighborhoods outside of the downtown core lack sidewalks. Even fewer streets have bicycle facilities. Lack of pedestrian and bicycle infrastructure can impede access to transit; providing infrastructure and/or services that address first mile/last mile travel is important for the success of transit.

Travel Options

In addition to the pandemic, new travel options have entered the Tallahassee market. The City of Tallahassee signed contracts with two electric scooter companies: Spin and Veo. As of October 2020, these two companies are allowed exclusive rights to operate scooter rentals in Tallahassee with 200 to 750 scooters per company. During the pilot program operating earlier in 2020, over 200,000 rides were taken with an average trip distance of 1.46 miles. Tallahassee already had bike sharing (e.g., Zagster) and ride sharing (e.g., Uber and Lyft) operating in the City.

Implications for Transit

Tallahassee has a few well-defined destinations for commuters: downtown, TCC, FSU, and Midtown (the area just north of downtown). Having dispersed origin and destination locations can make it difficult to provide efficient transit service. To better meet the demands of these dispersed travel demands, StarMetro moved from a hub and spoke network to a decentralized network in 2011. The decentralized network added crosstown routes and tried to create timed transfers at key points of the network.

After determining that much greater frequency was needed for a decentralized system, in 2016 StarMetro implemented a hybrid approach that structured service around the hub and spoke network and included one cross town route (i.e., Tall Timbers). Even with

the return to the hub and spoke system, ridership continued to decline. As part of the public involvement efforts for this TDP Major Update, riders expressed concern that StarMetro would make major changes to the system yet again.

Over the last decade, new travel options have entered the marketplace, including ride hailing through Transportation Network Companies. These new options can support transit patrons by providing service when transit is not operating or providing first mile/last mile connectivity. Given the average length of Tallahassee's scooter trips is 1.46 miles, it is likely they are providing at least some support to transit users. These new travel options can also be a competitor, taking transit users away from transit use. More likely it is a combination of the two factors impacting travel behavior, though data is not available to determine which is the case in Tallahassee.

ORGANIZATIONAL ISSUES

The biggest organizational concern for StarMetro is the loss of revenue created by the pandemic. Both reductions in ridership and tax revenues contributed to this financial hit. As of July 2020, the projected loss in StarMetro revenue for Fiscal Year 2020 (FY20) was approximately $7.3 million. Expenses were projected to fall as services were scaled back, but they were not projected to decrease as substantially as revenues.

CARES Act funds, as well as other federal stimulus bills, will make up some of that revenue loss. StarMetro staff continue to monitor the revenue levels and Federal funding acts to ensure a stable fiscal environment. Staff are also looking for ways to diversify StarMetro's revenue stream.

An additional organizational issue that StarMetro faces is the loss of financial contracts to provide service to key partners. In 2016, FAMU canceled the contract through which StarMetro had been providing the Venom Express campus service. The university now operates this service in-house. StarMetro's service contract with TCC ended in 2014; in 2019, a MOU was put in place to provide TCC students to opportunity to purchase a reduced semester bus pass. While the payment from TCC was for only $162,000 a year (for service that was estimated to actually cost $400,000-$500,000 annually), the end of that contract was still a loss of revenue. Adjustments to transit service, due to the pandemic, on the FSU campus during 2020 and 2021 also impacted revenue.

In regard to staffing, many long-serving employees will retire in forthcoming years. This loss of institutional knowledge and training resource will require attention as the schedule of retirements is confirmed.

Implications for Transit

As the economy resets, there will be many needs for the City of Tallahassee to meet, meaning that StarMetro may need to compete for limited resources.

StarMetro will continue to monitor revenues and expenses. Staff will also closely watch ridership numbers to determine if ridership levels are beginning to increase with vaccine distribution. As noted later in this chapter, StarMetro recently introduced APCs on their

vehicles so accurately monitoring ridership levels by route will be much easier than previously.

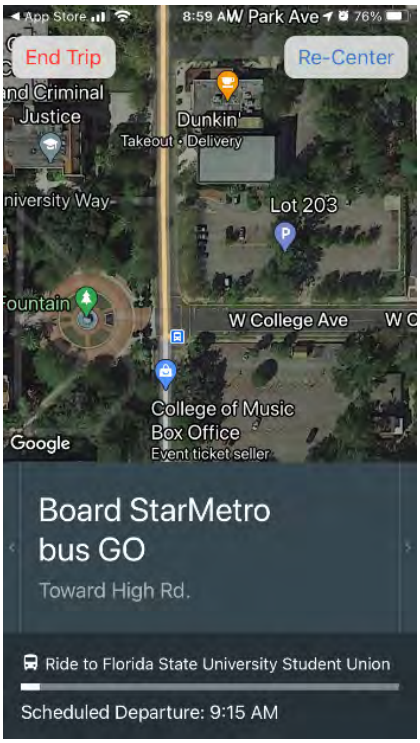
In 2018, a 10-year contract with FSU was established to provide transit service to the campus. StarMetro's FY2021 Adopted Budget reflected $2,481,787 in contract revenue from this agreement, a 33.1% decrease from FY2020 ($3,708,810). FSU has indicated that full transit service will be restored in Fall 2021.

TECHNOLOGY & INNOVATION

StarMetro has recently focused on several technology-related initiatives. During public outreach efforts for this TDP, these improvements were noted several times and have been positively received by the public.

These upgrades include the following items:

- **Real-time information**: StarMetro launched TransLoc Rider to provide real-time information to passengers. At any time, passengers can determine the location of their bus through a smart phone app, a website, or text messages.
- **Trip planning**: The TransLoc app for smart phones (see image at right) allows riders to get step-by-step directions including satellite imagery for easy navigation to find the bus stop. The app provides bus route and transfer information, as well as fare and travel time information.



TransLoc App

- **Mobile fare payment**: StarMetro passengers can use the Token Transit app to purchase fares for transit travel. The service also allows for individuals or social service agencies to purchase a pass for someone else. It has proven particularly helpful to paratransit users. Token Transit will be integrated into the future Moovit app, discussed below.
- **Multimodal trip planner**: StarMetro is in the process of integrating its services with Moovit. A Mobility as a Service (MaaS) provider, the Moovit app provides information to travelers on a range of transportation options. For example, a traveler may be given a number of options or combination of options for getting to a destination, such as using transit, a scooter, and/or a transportation network company (TNC). Tallahassee's private scooter providers, Spin and Veo, will be part of the Moovit app.

- **Automatic Passenger Counters (APC)**: In November 2020, StarMetro completed the installation of APCs to all of their vehicles. APCs provide critical data regarding passenger use of the system including where passengers board and alight, passenger load, and when passengers use the service. This data is very useful for understanding ridership trends.
- **Fareboxes:** In addition to the APCs, StarMetro also upgraded all of their fareboxes to new Genfare boxes. The new fareboxes provide single and all-day passes as well as transfer tickets. They also provide "change" cards which carry extra funds to be used for purchase of StarMetro tickets at a later date. New ticket vending machines are planned for installation at C.K. Steele plaza in 2021.
- **Scheduling software:** StarMetro recently upgraded its scheduling software to Trapeze Version 17. Plans are underway to upgrade this software to Transit Master in 2021.

StarMetro uses additional technologies to improve system performance in the areas of safety, fare collection and processing, CAD, security camera system, and asset management. New and improved technologies will continue to impact transit operations, management, and rider experience.

In a survey completed as part of FDOT's 2018 Transit Technology Primer, StarMetro staff cited some challenges related to technology in its operations. Respondents considered the agency to have little knowledge regarding the policies and regulations associated with implementing transit technology, as well as a lack of familiarity with available technology and insufficient staff time for training on these topics. Respondents indicated that funding availability was also a concern, with less than 2% of the agency's annual budget set aside for maintaining current technology and pursuing new opportunities.

The survey showed that StarMetro envisioned implementing the following technologies in the next 5 years to improve safety, mobility, and accessibility:

- Cellular Technology
- 5G Cellular
- Dedicated Short Range Communication (DSRC) in support of Connected Vehicles
- Wi-Fi
- Farecard systems
- Mobile payments
- Wayfinding
- Navigation
- On-board traveler information systems
- Infrastructure traveler information systems
- Transit signal priority/preemption (TSP)
- ADA Systems

- CAD/AVL Systems

Survey respondents suggested that developing a Strategic Technology Plan may improve StarMetro's ability to pursue and successfully implement new transit technologies.

Implications for Transit

Whether improving the rider experience or the quality and quantity of data available to StarMetro riders and staff, technology improvements have been well-received. As trip numbers begin to increase as vaccinations increase, StarMetro will need to ensure that passengers and prospective passengers are aware of these technology upgrades. Implementation of various transit technologies (e.g., the Automatic Passenger Counters) will provide the data needed for better transit planning in the future. These types of technological improvements will help identify where enhancements are needed, leading to a more efficient and effective overall transit system.

TRANSIT DEMAND ASSESSMENT

The Transit Boardings Estimation and Simulation Tool (TBEST) is an FDOT-approved transit demand forecasting model. TBEST is a comprehensive transit analysis and ridership forecasting model capable of simulating travel demand at the individual route level. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. As with any model, TBEST is a tool to assist in decision making and should not be used in isolation. TBEST results are more informative when comparing the results of different scenarios against each other rather than viewed as absolute ridership projections.

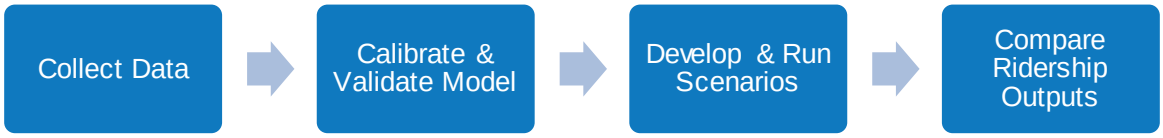
TBEST was used to estimate StarMetro transit ridership over a 10-year period from 2022 to 2031. Ridership was estimated for three scenarios:

- **Scenario 1: Existing Network** – No change to current service
- **Scenario 2: Responsive Network** – Service is adjusted, including straightening the alignments of Gulf (G) Route and Moss (M) Route, adding two neighborhood circulators, and increasing frequency on select routes
- **Scenario 3: Aspirational Network** – Service is expanded, including straightening the alignments of Route G and Route M, adding two neighborhood circulators, replacing the Night routes with extended hours on all day routes, increasing weekday and Saturday frequency on all routes, adding Sunday service that mirrors current Saturday service, and adding two enhanced transit routes.

Methodology

TBEST has four primary steps as shown in Figure 6-5.

Figure 6-4 Methodology Flowchart



Data Collection

TBEST uses socioeconomic data, land use patterns, transit networks, and ridership estimates as inputs. Best practice requires using the most recent available data. Due to the impact of COVID-19 on operations and ridership in 2020-2021, this model was built using pre-pandemic data. The most recent observed ridership data available is for 2018. As a result, the model was built and calibrated using the following data:

- 2018 GTFS data, as provided by StarMetro
- 2018 Estimated systemwide ridership, as listed in NTD
- 2015 – 2045 Socioeconomic estimates provided by the City of Tallahassee
- 2018 land use model, as provided by TBEST

Model Calibration

The first step in the modeling process is to establish a 'Base Scenario' with which all other scenarios will be developed. The base scenario is populated with the most recent available data, and is an opportunity to set the model parameters, establish assumptions, and test the model for reasonableness. The process of testing the model for reasonableness, and adjusting assumptions as necessary, is known as calibration. Using the data listed above, a 2018 Base Scenario was developed.

Model Validation

Once the model was calibrated, it was validated using 2018 observed ridership data. StarMetro's observed ridership data does not include data for Night Routes (1, 2, 3, 5) or the Dinner Trolley. As a result, those routes were excluded from the model validation.

Model Results

Scenario 1: Maintain Existing Network

Under this scenario, the route network remains the same from 2022 to 2031, though the alignment of Gulf Route (G) is adjusted to serve the proposed Southside Transit Center. The model assumes that only socioeconomic trends and land use patterns will change. Ridership projections for this scenario are listed in Figure 6-5.

Figure 6-5 Maintain Existing Network Scenario: Annual Ridership Projections (2022 – 2031)

Rt	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1	294,855	297,616	300,377	303,138	305,899	308,660	311,421	314,182	316,943	319,704
2	113,931	115,054	116,177	117,300	118,423	119,545	120,668	121,791	122,914	124,037
3	103,153	104,389	105,625	106,861	108,098	109,334	110,570	111,806	113,042	114,278
5	174,578	176,410	178,241	180,073	181,904	183,735	185,567	187,398	189,230	191,061
A	272,333	275,111	277,890	280,668	283,446	286,224	289,002	291,781	294,559	297,337
B	268,968	271,732	274,495	277,259	280,022	282,785	285,549	288,312	291,076	293,839
D	113,048	114,044	115,040	116,036	117,033	118,029	119,025	120,021	121,017	122,013
E	209,886	211,723	213,560	215,397	217,234	219,070	220,907	222,744	224,581	226,418
F	218,468	221,275	224,082	226,889	229,696	232,503	235,310	238,117	240,924	243,731
G	169,005	170,821	172,636	174,452	176,267	178,082	179,898	181,713	183,529	185,344
GA	149,472	151,321	153,169	155,018	156,866	158,714	160,563	162,411	164,260	166,108
GO	95,255	96,419	97,582	98,746	99,909	101,072	102,236	103,399	104,563	105,726
HE	98,479	99,766	101,053	102,340	103,628	104,915	106,202	107,489	108,776	110,063
IN	64,511	65,160	65,810	66,460	67,109	67,759	68,409	69,058	69,708	70,358
K	72,848	73,596	74,343	75,091	75,838	76,586	77,333	78,081	78,828	79,575
L	137,352	138,772	140,191	141,611	143,031	144,451	145,871	147,290	148,710	150,130
M	302,353	305,101	307,849	310,597	313,346	316,094	318,842	321,590	324,338	327,086
NN	28,221	28,397	28,574	28,751	28,927	29,104	29,281	29,457	29,634	29,811
OS	99,578	100,354	101,130	101,906	102,681	103,457	104,233	105,009	105,785	106,561
P	20,602	20,780	20,959	21,137	21,316	21,494	21,673	21,851	22,030	22,209
R	50,722	51,012	51,302	51,592	51,881	52,171	52,461	52,751	53,041	53,331

Rt	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
RG	111,861	113,575	115,290	117,004	118,719	120,434	122,148	123,863	125,577	127,292
S	59,744	60,255	60,767	61,278	61,790	62,301	62,813	63,324	63,836	64,348
T	213,918	216,880	219,843	222,805	225,767	228,729	231,691	234,654	237,616	240,578
TD	34,665	35,153	35,641	36,129	36,618	37,106	37,594	38,082	38,570	39,058
TO	80,421	81,724	83,027	84,330	85,633	86,936	88,239	89,542	90,845	92,148
W	29,818	30,183	30,549	30,914	31,280	31,645	32,011	32,376	32,742	33,108
TOTAL	**3,588,045**	**3,626,624**	**3,665,202**	**3,703,780**	**3,742,359**	**3,780,937**	**3,819,516**	**3,858,094**	**3,896,672**	**3,935,252**

Scenario 2: Responsive Network

Under this scenario, route network and service characteristics are adjusted as follows, starting in 2023:

- Gulf (G) Route alignment is adjusted to serve the proposed Southside Transit Center.
- Moss (M) Route alignment is straightened so that it does not deviate from Wahnish Way/Old Bainbridge Road. Removing the deviations reduces the total route length from 18.2 miles to 7.75 miles.
- To supplement the adjusted Moss Route, two neighborhood circulators (Bond and Frenchtown/Griffin Heights) are added. Both new routes have 30-minute headways all day. The Bond (Bond) Route connects to the proposed Southside Transit Center, and the Frenchtown/Griffin Heights (F/GH) Route connects to C.K. Steele Plaza.
- Big Bend (B), Evergreen (E), Gulf (G), Live Oak (L), and Tall Timbers (T) Routes have 30-minute frequencies all day during the week. Live Oak (L) Route also has a 30-minute frequency on Saturdays.
- Dogwood (D) Route has a 30-minute frequency during peak weekday periods.

Ridership projections for the Responsive Network Scenario are listed in Figure 6-6.

Figure 6-6 Responsive Network Scenario: Annual Ridership Projections (2022 – 2031)

Rt	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1	294,855	300,569	305,236	309,903	314,570	319,236	323,903	328,570	333,236	337,903
2	113,931	115,474	117,285	119,096	120,908	122,719	124,530	126,341	128,152	129,963
3	103,153	104,332	105,807	107,283	108,759	110,235	111,711	113,186	114,662	116,138
5	174,578	177,324	180,558	183,792	187,026	190,259	193,493	196,727	199,960	203,194
A	272,333	284,323	288,883	293,443	298,004	302,564	307,124	311,684	316,245	320,805
B	268,968	279,234	288,741	298,249	307,756	317,263	326,771	336,278	345,786	355,293
D	113,048	114,614	115,946	117,279	118,611	119,943	121,276	122,608	123,941	125,273
E	209,886	217,484	222,964	228,444	233,924	239,403	244,883	250,363	255,843	261,323
F	218,468	224,796	229,889	234,982	240,076	245,169	250,262	255,355	260,448	265,541
G	169,005	182,787	195,924	209,061	222,198	235,335	248,472	261,609	274,746	287,881
GA	149,472	152,409	154,415	156,420	158,426	160,432	162,437	164,443	166,448	168,454
GO	95,255	97,079	98,336	99,594	100,851	102,108	103,366	104,623	105,881	107,138
HE	98,479	101,202	102,561	103,921	105,280	106,639	107,999	109,358	110,718	112,077
IN	64,511	65,258	66,074	66,889	67,705	68,520	69,336	70,151	70,967	71,783
K	72,848	74,650	76,110	77,571	79,031	80,491	81,952	83,412	84,873	86,333
L	137,352	144,819	152,278	159,737	167,196	174,654	182,113	189,572	197,031	204,490
M	302,353	295,774	288,528	281,283	274,037	266,791	259,546	252,300	245,055	237,809
NN	28,221	28,646	28,783	28,920	29,056	29,193	29,330	29,466	29,603	29,740
OS	99,578	105,552	106,508	107,464	108,421	109,377	110,333	111,289	112,245	113,201
P	20,602	21,077	21,414	21,752	22,090	22,428	22,765	23,103	23,441	23,779
R	50,722	51,923	53,126	54,328	55,530	56,732	57,934	59,137	60,339	61,541

Rt	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
RG	111,861	114,239	116,085	117,932	119,778	121,624	123,471	125,317	127,164	129,010
S	59,744	60,823	61,812	62,800	63,788	64,776	65,765	66,753	67,741	68,729
T	213,918	225,176	235,602	246,028	256,454	266,880	277,306	287,732	298,158	308,581
TD	34,665	35,124	35,671	36,218	36,766	37,313	37,860	38,407	38,954	39,501
TO	80,421	82,459	84,278	86,098	87,917	89,736	91,556	93,375	95,195	97,014
W	29,818	30,616	31,357	32,098	32,838	33,579	34,320	35,060	35,801	36,542
Bond	N/A	14,890	29,780	44,670	59,560	74,450	89,340	104,230	119,120	134,012
F/GH	N/A	12,832	25,664	38,496	51,328	64,160	76,992	89,824	102,656	115,490
TOTAL	**3,588,045**	**3,715,485**	**3,819,617**	**3,923,748**	**4,027,880**	**4,132,012**	**4,236,143**	**4,340,275**	**4,444,407**	**4,548,538**

Scenario 3: Aspirational Network

Under this scenario, route network and service characteristics are adjusted as follows, starting in 2023:

- All adjustments listed in Scenario 2, **plus:**
- Two enhanced transit routes are added, including 15-minute frequencies all day:
  - Azalea West (AW) Route from C.K. Steele Plaza to Appleyard Drive
  - Big Bend South (BBS) Route from C.K. Steele Plaza to the proposed Southside Transit Center
- Night Routes (1, 2, 3, and 5) are replaced by extended hours on all other routes until 11:00 pm.
- The frequencies for all routes are doubled all day. For example, a route that currently operates at 60-minute frequencies during off-peak hours and 45-minute frequencies during peak hours has a 30-minute frequency regardless of time of day under this scenario. These adjustments applied to both weekday and Saturday service.

Ridership projections for the Aspirational Network Scenario are listed in Figure 6-7.

Figure 6-7 Aspirational Network Scenario: Annual Ridership Projections (2022 – 2031)

Rt	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1	294,855	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	113,931	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3	103,153	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5	174,578	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
A	272,333	292,830	313,327	333,824	354,321	374,818	395,315	415,812	436,309	456,806
B	268,968	296,005	323,042	350,079	377,116	404,153	431,190	458,227	485,264	512,302
D	113,048	127,281	141,514	155,747	169,980	184,213	198,446	212,679	226,912	241,143
E	209,886	231,940	253,994	276,048	298,102	320,156	342,210	364,264	386,318	408,371
F	218,468	240,845	263,222	285,599	307,976	330,353	352,730	375,107	397,484	419,860
G	169,005	188,353	207,701	227,049	246,397	265,745	285,093	304,441	323,789	343,138
GA	149,472	161,221	172,970	184,719	196,468	208,217	219,966	231,715	243,464	255,215
GO	95,255	103,510	111,764	120,019	128,274	136,529	144,784	153,038	161,293	169,548
HE	98,479	106,877	115,276	123,674	132,073	140,472	148,870	157,269	165,667	174,066
IN	64,511	71,417	78,323	85,229	92,136	99,042	105,948	112,854	119,760	126,666
K	72,848	84,929	97,010	109,091	121,172	133,253	145,334	157,415	169,496	181,578
L	137,352	155,155	172,958	190,761	208,564	226,367	244,170	261,973	279,776	297,580
M*	302,353	324,491	346,629	368,767	390,905	413,043	435,181	457,319	479,457	501,597
NN	28,221	29,344	30,468	31,591	32,715	33,839	34,962	36,086	37,209	38,333
OS	99,578	108,700	117,823	126,945	136,068	145,191	154,313	163,436	172,558	181,681
P	20,602	22,736	24,871	27,005	29,140	31,275	33,409	35,544	37,678	39,813
R	50,722	56,837	62,953	69,069	75,185	81,300	87,416	93,532	99,647	105,763

Rt	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
RG	111,861	118,142	124,423	130,704	136,985	143,265	149,546	155,827	162,108	168,389
S	59,744	69,340	78,935	88,530	98,126	107,721	117,316	126,911	136,507	146,102
T	213,918	239,626	265,334	291,042	316,750	342,458	368,166	393,874	419,582	445,290
TD	34,665	38,512	42,358	46,205	50,052	53,899	57,746	61,592	65,439	69,286
TO	80,421	88,930	97,438	105,947	114,456	122,965	131,474	139,982	148,491	157,000
W	29,818	33,306	36,795	40,284	43,773	47,261	50,750	54,239	57,727	61,216
AW	N/A	17,742	35,484	53,226	70,968	88,710	106,452	124,194	141,936	159,681
BBS	N/A	4,602	9,204	13,806	18,408	23,011	27,613	32,215	36,817	41,419
Bond	N/A	21,651	43,302	64,953	86,604	108,255	129,906	151,557	173,208	194,859
F/GH	N/A	16,530	33,060	49,590	66,120	82,650	99,180	115,710	132,240	148,769
TOTAL	**3,588,045**	**3,250,852**	**3,600,179**	**3,949,505**	**4,298,832**	**4,648,159**	**4,997,485**	**5,346,812**	**5,696,138**	**6,045,471**

Analysis/Comparison

If no changes are made to the existing network, TBEST projects that system-wide ridership will grow by ten percent over ten years. If Scenario 2 is implemented, and some 'responsive' adjustments are made to the network, TBEST projects that ridership will grow by 26 percent between 2022 and 2031. If all network adjustments listed in Scenario 3 are implemented, TBEST projects a dramatic increase (69%) in ridership which is almost 60 percentage points higher than Scenario 1. Figure 6-8 summarizes the results of the TBEST analysis for each scenario.

Figure 6-8 Comparison of Scenario Impacts on Projected Ridership (2022 – 2031)

Scenarios	System-wide Annual Ridership 2022	System-wide Annual Ridership 2031	Percent Change 2022 - 2031
Scenario 1 Maintain Existing Network	3,588,045	3,935,252	10%
Scenario 2 Responsive Network	3,588,045	4,548,538	27%
Scenario 3 Aspirational Network	3,588,045	6,045,471	68%

Limitations

While TBEST provides ridership projections at the route level, its strength lies in its ability to compare system-wide ridership trends. Model outputs are not absolute ridership projections. Rather, they are useful to compare proposed service changes against existing service, and against one another. TBEST is an important tool for evaluating improvements to existing and future transit services, but model outputs do not account for latent demand for transit that could yield significantly higher ridership. In certain isolated cases, model outputs may also overestimate demand. In addition, TBEST cannot display sensitivities to external factors such as an improved marketing and advertising programs, changes in pricing service for customers, and other local conditions.

7 ALTERNATIVES EVALUATION

In this chapter, the alternatives developed through the technical analysis, public input and situation appraisal are evaluated to assist in the formation of the 10-year phased implementation plan. In this first half of this chapter, the evaluation criteria are defined. Then, each alternative is reviewed with respect to the evaluation criteria.

EVALUATION CRITERIA

Evaluation criteria were developed to measure how well each alternative supported StarMetro's goals and objectives. Because StarMetro was in the process of updating their mission, vision, goals, and objectives while the TDP was being written, the performance measures from the City of Tallahassee's *Five-Year Strategic Plan* were substituted for StarMetro specific goals. For each goal, at least one metric was developed to measure how well an alternative supports that StarMetro goal. The following evaluation criteria were developed.

Economic Development

Support the city's efforts to be a competitive, innovative, and sustainable regional economic hub

To measure each alternative's support for the economic development goal, two metrics were used: the permanence of the alternative and the impact the alternative had on targeted economic development zones.

The permanence of each transit alternative was assessed because more permanent investments spur further development. For example, building a bus transfer center provides greater permanence than simply putting a bus stop in a particular location. Future developers are more likely to rely on the fact that the transfer center will remain in the future than a simple bus stop.

The alternative's impact on existing economic development target areas is another evaluation metric. If the investment takes place in one of the city's targeted zones for economic development, then it receives a higher score. Target areas include:

- Opportunity Zones
- Historically Underutilized Business (HUB) Zones - enacted into law as part of the Small Business Reauthorization Act of 1997
- Tallahassee Downtown Improvement Authority (TDIA)

- Frenchtown/Southside Community Redevelopment Area (CRA)

Impact on Poverty

Actively connect residents to resources that remove economic and social barriers

To assess an alternative's impact on poverty, the alternative's potential to improve access to life-sustaining services such as jobs, education, and medical services, is considered. The more likely an alternative is to support access to life-sustaining services, the greater the support for this goal. Additionally, the alternative's potential to improve and/or add service in low-income areas and areas with affordable housing is considered as impacting poverty.

Organizational Effectiveness

Be an impact-driven workforce that is inclusive, pioneering, and technology-driven

To assess the organizational effectiveness criterion, the ease of implementation is assessed. Generally, an alternative is easier to implement if it has already been identified in planning documents, funding sources have already been identified, similar activities have previously been undertaken by StarMetro, etc.

Public Infrastructure

Provide an efficient public transit network that is supported by sidewalks, bicycle facilities, and other amenities

To assess the alternative's support for public infrastructure, two metrics were defined. First, each alterative was assessed on its potential to generate ridership. The ridership generation is projected using the ridership model, TBEST. The second metric is to analyze how well the alternative supports connections to other modes. Intermodal connectivity is determined by the number and quality of connections to other transportation modes or systems.

Public Safety

Support the city's efforts to be a safe, resilient, and inclusive community

Public safety is evaluated by the extent to which the improvement promotes safe access to transit. The alternative's capacity to reduce road user vulnerability, especially in and around transit stops and service, is considered.

Public Trust

Enhance public trust through ethical business practices and transparent governance

An essential element of public trust is StarMetro's capacity to facilitate communication and understanding with the community. Alternatives that foster or improve communications and information-sharing between StarMetro and the public are considered to satisfy this criterion.

The second metric under this goal is evidence of public support for the alternative. Those alternatives that are actively supported by the public are considered to support this goal. Public input collected during TDP outreach activities inform this metric.

Quality of Life

Be a creative and inclusive community with beautiful public spaces that protect and promote resources and culture

Enabling a better quality of life for Tallahassee residents can be measured in a variety of ways. For the TDP, the first metric is community connectivity. This metric is measured by the extent to which the improvement supports access to recreational and cultural activity centers. The second metric is the alternative's placemaking value as measured by its capacity to improve aesthetic value and promote local identity.

ALTERNATIVES

Alternatives considered as part of the TDP were determined through public and stakeholder engagement, prior plans, and professional judgement to improve the StarMetro system over a 10-year timeframe. Alternatives include improvements in four categories: service, infrastructure (including vehicles), technology, and plans and policies. Each alternative is defined and assessed to determine its support for StarMetro's goals.

Service

Service alternatives modify or enhance existing StarMetro service by increasing revenue service hours. Examples in this category include alternatives that increase frequency along existing routes, expand hours of service, or introduce new or enhanced transit service such as transit emphasis corridors. Increasing service can enhance mobility for those along existing routes and provide new access to those previously underserved or unserved. Costs can include additional vehicle and operator expenditures.

Maintain Existing Service

The first alternative is to maintain existing services, which means that StarMetro is not currently considering the reduction in any services. Maintaining existing service ensures current StarMetro riders will continue to be served by existing StarMetro routes and at current service levels. Maintaining service allows for existing riders to access to life-

sustaining services such as jobs, school, and medical services. Costs for maintaining existing service would be relatively consistent with current expense levels. The Maintain Existing Service Alternative supports StarMetro's goals:

- Impacting poverty through maintaining access to life-sustaining services, as well as maintaining service to low-income areas and affordable housing
- Bolstering organizational effectiveness due to the ease of implementation of maintaining existing service because funding mechanisms are already in place
- Maintaining public infrastructure through sustaining trips on StarMetro service
- Continuing public support as evidenced through support for maintaining existing services as part of the survey responses
- Enhancing quality of life through supporting access to recreational and cultural activity centers

Implement COA

Implementing the COA will entail near-term changes to transit service such as restructured routing to enhance efficiency or adjusted schedules to improve transfer timings. The COA is assumed to be cost-neutral resulting in no additional revenues needed to fund service changes. Implementation of the COA supports StarMetro's goals:

- Impacting poverty through the improvement of routing and transfers to increase access to life-sustaining services and to low-income areas and affordable housing
- Bettering public infrastructure through improved efficiency via improved routing
- Enhancing quality of life through improved routing and transfers that support access to recreational and cultural activity centers

Increase Frequency

Increasing frequency provides greater freedom of choice for how Tallahassee's residents get around. Further, as frequency increases riders can become less dependent on a schedule and know the next bus will be coming shortly. This alternative would adjust headways to every twenty minutes on the highest ridership routes. Costs for increasing frequency include operator compensation and additional vehicle fleet requirements due to increased service hours. Increased frequencies support StarMetro's goals:

- Impacting poverty by improving frequencies resulting in improved access to life-sustaining services and to low-income areas and affordable housing
- Enhancing organizational effectiveness as implementation of increased frequency was identified as a goal of the previous TDP
- Advancing public infrastructure through improved frequencies that induce increased trips per revenue hour
- Building public trust as improved frequency was a top selection of public support during TDP public involvement

- Improving quality of life through improved access to recreational and cultural activity centers

Later Evening Service

As part of the Later Evening Service alternative, increased operating hours of StarMetro until midnight would help transit riders needing transportation to work for late-shift or night-shift jobs. As work trips become less oriented toward the peak period (i.e., rush hour), transit service should be reoriented to accommodate dispersed work schedules. Increasing service in the evening supports StarMetro's goals:

- Impacting poverty by increasing opportunities to access life-sustaining services and low-income areas and affordable housing later into the evening
- Enhancing organizational effectiveness through support of later evening service as evidenced by recommendations from the previous TDP
- Improving public infrastructure by increasing ridership later into the evening using the StarMetro fleet
- Building public trust as later evening service was a top selection of public support during TDP public involvement
- Improving quality of life through improved access later in the evening to recreational and cultural activity centers

Increased Saturday Service

The Increased Saturday Service alternative would increase service on high ridership Saturday routes. The expansion of service would allow for enhanced mobility for those choosing transit on Saturdays. Costs for increased Saturday service includes additional service hours. This alternative would further the following StarMetro goals:

- Impacting poverty through additional Saturday service, thus increasing access to life-sustaining services and to low-income areas and affordable housing
- Increasing organizational effectiveness through support of recommendations of prior TDP
- Advancing public infrastructure through additional revenue service hours on Saturday that results in additional ridership
- Improving public trust as increased Saturday service was a top selection of public support during TDP public involvement
- Enhancing quality of life through improved access on Saturdays to recreational and cultural activity centers

Increased Sunday Service

The Increased Sunday Service alternative would increase Sunday service to match that of Saturday service. The expansion of service would provide for more consistent route structure and frequency across the week, making StarMetro easier to ride. The alternative costs would be due to additional revenue service hours. Increased Sunday service supports StarMetro's goals:

- Impacting poverty through additional Sunday service, thus increasing access to life-sustaining services and to low-income areas and affordable housing
- Enhancing organizational effectiveness as the alternative is noted in previous TDP
- Maximizing public infrastructure through additional revenue service hours on Sunday that results in additional ridership
- Building public trust as increased Sunday service was a top selection of public support during TDP public involvement
- Improving quality of life through improved access on Sundays to recreational and cultural activity centers

North-South Transit Emphasis Corridor

Transit Emphasis Corridors can include several unique features such as transit signal priority, enhanced stations, and frequent service. The North-South Transit Emphasis Corridor alternative would implement enhanced transit service along a key north-south Tallahassee corridor linking major destinations. Costs for a new transit emphasis corridor can include planning, design, construction, operation, and maintenance. The implementation of a new north-south transit emphasis corridor in Tallahassee supports StarMetro's goals:

- Increasing economic development through permanence of investment in transit advantage infrastructure and local investment in target areas
- Impacting poverty through faster and more reliable transit service, thus increasing access to life-sustaining services and to low-income areas and affordable housing
- Improving organizational effectiveness through support of recommendations in prior TDP
- Maximizing public infrastructure through additional ridership induced by enhanced transit service
- Bettering quality of life through improved access to recreational and cultural activity centers as well as improved local identity and placemaking through enhanced transit service and infrastructure

East-West Transit Emphasis Corridor

The East-West Transit Emphasis Corridor alternative would implement enhanced transit service along a key east-west Tallahassee corridor linking major destinations. One possible east-west corridor for consideration of transit emphasis treatment is between TCC and C.K. Steele. Costs for a new transit emphasis corridor can include planning, design, construction, operation, and maintenance. The implementation of a new east-west transit emphasis corridor in Tallahassee supports StarMetro's goals:

- Increasing economic development through permanence of investment in transit infrastructure and supporting local investment in target areas

- Impacting poverty through enhanced transit service, thus increasing access to life-sustaining services and to low-income areas and affordable housing
- Improving organizational effectiveness through support of recommendations in prior TDP
- Maximizing public infrastructure through additional ridership due to enhanced transit service
- Bettering quality of life through improved access to recreational and cultural activity centers as well as improved local identity and placemaking through an enhanced transit service and infrastructure

Infrastructure (including vehicles)

Infrastructure alternatives are the alternatives that invest capital in facilities, vehicles, transit amenities. Infrastructure alternatives can enhance the overall passenger experience through better speed and reliability through investment in dedicated transit advantage infrastructure. Rider comfort can also be enhanced through infrastructure investments in benches, shelters, transit centers, and improved accessibility. Costs of infrastructure can include the capital investment, associated maintenance costs, and operations.

Redevelopment of C.K. Steele Plaza

Upgrades to C.K. Steele Plaza could include redevelopment supported by private investors that would result in a mixed-use facility. The new facility could increase StarMetro revenue and result in additional jobs and services in close proximity to transit service. Costs would include the planning, design, and construction costs as part of the public-private partnership agreement. Additionally, changes to C.K. Steele Plaza may result in differences in recurring maintenance and operations costs. Upgrades to C.K. Steele Plaza would further StarMetro's goals by:

- Increasing economic development through permanence of investment in transit infrastructure and supporting local investment in downtown Tallahassee
- Improving organizational effectiveness through support of recommendations in prior TDP
- Furthering public infrastructure through potential to increase ridership due to new amenities as well as enhancing connections to other modes at the plaza
- Bettering quality of life through improved aesthetics and identity at C.K. Steele Plaza

Proposed Southside Transit Center

StarMetro has a proposed Southside Transit Center planned for the intersection of South Meridian Street and Orange Avenue West. As part of a wider improvement program, improvements at the intersection include a new park, improved stormwater infrastructure, enhanced pedestrian paths, and a transit center. The proposed transit center is located in close proximity to the Big Bend (B), Live Oak (L), and Moss (M)

Routes and could facilitate more comfortable and safer transfers between the routes. Costs would include construction, operations, and maintenance of the Southside Transit Center. Completion of the Southside Transit Center supports StarMetro's goals:

- Increasing economic development through permanent infrastructure and local investment in underserved communities
- Impacting poverty by increasing access to life-sustaining services
- Furthering organizational effectiveness through ease of implementation due to community outreach and design underway in 2021
- Bettering public infrastructure due to potential to increase trips per revenue hour and connections to other transportation modes
- Enhancing public safety through safer access to and around transit stops & service supported by the Southside Transit Center infrastructure
- Improving quality of life through supporting access to recreational and cultural activities and improved aesthetic value from the transit center in the South City neighborhood

Mobility Hub at TCC

A mobility hub at TCC would provide enhanced facilities where the Evergreen (E), Forest (F), Tall Timbers (T), and Live Oak (L) routes currently have stops. The Mobility Hub at TCC could make transfers between routes easier, safer, and more comfortable as well as provide modal connectivity to options such as scooters or bicycles to reach final destinations on or near campus. The Mobility Hub would also support implementation of enhanced transit service between TCC and C.K. Steele. Costs for the mobility hub would include design, operation, and maintenance of the facility. This alternative supports StarMetro's goals:

- Increasing economic development through permanent infrastructure and local investment in target areas
- Impacting poverty by increasing access to life-sustaining services via the new transportation access provided by the mobility hub
- Bettering public infrastructure due to potential to increase trips per revenue hour and connections to other transportation modes supported by the implementation of a mobility hub at TCC
- Promoting public safety through safer access to and around transit stops and service at TCC
- Enhancing quality of life through improved aesthetics and local identity on or near the TCC campus, specifically at the mobility hub

North-South Dedicated Transit Lane

The North-South Dedicated Transit Lane alternative would add a dedicated guideway to the transit emphasis corridor connecting C.K. Steele and the Southside Transit Center. The exact alignment of the dedicated transit lane will be determined after further study, but it is generally projected to be in a corridor on or parallel to Monroe Street.

Implementing the north-south dedicated transit lane would enhance transit efficiency resulting in improved speed and reliability of StarMetro routes, especially between C.K. Steele and the proposed Southside Transit Center. Costs would include construction and maintenance of the dedicated transit lane. Implementing the North-South Dedicated Transit Lane supports StarMetro goals:

- Supporting economic development through permanence of investment in transit infrastructure and supporting local investment in an Opportunity Zone
- Impacting poverty by increasing access to life-sustaining services, low-income areas, and affordable housing via speed and reliability improvements resulting from the dedicated transit lane
- Improving public infrastructure by inducing additional trips per revenue hour due to improved transit service

East-West Dedicated Transit Lane

The East-West Dedicated Transit Lane alternative would add a dedicated guideway to the east-west transit emphasis corridor. The exact alignment of the dedicated transit lane would be determined after further study, but it is generally projected to be in a corridor on or parallel to Orange Avenue. Implementing the east-west dedicated transit lane would enhance transit efficiency resulting in improved speed and reliability of east-west StarMetro routes and enhance service to the proposed Southside Transit Center. Costs would include construction and maintenance of the dedicated transit lane. Implementing the East-West Dedicated Transit Lane supports StarMetro's goals:

- Supporting economic development through permanence of investment in transit infrastructure and supporting local investment in an opportunity zone
- Impacting poverty by increasing access to life-sustaining services, low-income areas, and affordable housing via speed and reliability improvements resulting from the dedicated transit lane
- Improving public infrastructure by inducing additional trips per revenue hour due to improved transit service

Upgraded Replacement Buses

As StarMetro retires older buses, this alternative would replace them with electric vehicles to align with the City's goals to convert to electric vehicles. Costs would include vehicle acquisition and supporting infrastructure such as electric vehicle charging stations. This alternative supports StarMetro's goals:

- Inducing economic development through investing in a capital asset with a high degree of permanence, the vehicle fleet
- Increasing organizational effectiveness due to an ease of implementation as this alternative was identified as a recommendation in the previous TDP
- Improving quality of life through reduced pollution from upgraded buses on Tallahassee's streets

Electric Vehicle (EV) Charging Stations

The EV Charging Stations alternative would support efforts to convert the StarMetro fleet to electric vehicles. Adequate charging infrastructure must be installed to facilitate the transition to an electric fleet ensuring multiple charging points to accommodate StarMetro's full network. Charging station costs would include acquisition of charging stations, supporting electrical infrastructure, and maintenance. Implementation of EV Charging Stations supports StarMetro goals:

- Supporting economic development through investing in permanent infrastructure
- Enhancing quality of life by promoting local identity in investment in green technologies

Other Transfer Centers

The Other Transfer Centers alternative would implement transfer centers at locations yet to be identified, over time as the system and its needs evolve. The transfer centers would increase access for riders by providing enhanced opportunities to transfer routes outside of Downtown Tallahassee resulting in reduced trip times. Costs for transfer centers include design, construction, operation, and maintenance. Implementation of transfer centers across Tallahassee supports StarMetro goals:

- Increasing economic development through a permanent investment in infrastructure and supporting investment in target areas across the community
- Impacting poverty through increased access to life-sustaining services
- Enhancing organizational effectiveness through ease of implementation due to support for investment in transfer centers illustrated in the previous TDP
- Improving public infrastructure resulting from increased ridership induced by new transfer centers as well as intermodal connectivity opportunities
- Upgrading public safety through safer access in and around transit, specifically at the transfer centers
- Supporting quality of life through improved aesthetics at transfer center sites in neighborhoods across Tallahassee

Apalachee Regional Park Park & Ride Lot

Investing in the Apalachee Regional Park Park & Ride Lot would provide new transit access opportunities for longer-distance trips coming from the east of Tallahassee. The Apalachee Regional Park is not currently served by StarMetro. Costs would include construction and maintenance of the new park & ride lot and accompanying transit service expansion to the park. Constructing the Apalachee Regional Park Park & Ride supports StarMetro's goals:

- Increasing economic development through a permanent investment in infrastructure and supporting local investment
- Impacting poverty through increased access to life-sustaining services by growing the StarMetro catchment area for riders

- Improving public infrastructure by increasing productivity of ridership on the StarMetro system as well as providing connections to other modes

Welaunee Park & Ride Lot

Situated northeast of Tallahassee, the Welaunee development is located between Centerville and Miccosukee Roads. The Welaunee Master Plan set aside land for transit use, and this alternative would construct a park & ride lot on this set aside land. StarMetro would also like a bus barn, including electric charging facility, at this location to reduce deadhead. StarMetro does not currently serve this area. The new park & ride lot and bus barn plus accompanying service expansion would create transit access in northeast Tallahassee. Costs would include construction and maintenance of the new park & ride lot and accompanying transit service expansion to the area. Constructing the Welaunee Park & Ride supports StarMetro's goals:

- Increasing economic development through a permanent investment in infrastructure and supporting local investment
- Impacting poverty through increased access to life-sustaining services by growing the StarMetro catchment area for riders
- Improving organizational effectiveness through ease of implementation as the Welaunee Master Plan dedicates land for transit purposes
- Enhancing public infrastructure by increasing productivity of ridership on the StarMetro system as well as providing connections to other modes

Benches

One of StarMetro's continuous improvement objectives is to annually add new benches to bus stops with high ridership. Benches can provide a more comfortable seat for riders to wait until their bus arrives. Bench costs include installation of the bench. Installation of benches supports StarMetro goals:

- Increasing economic development through investing in infrastructure with a high degree of permanence
- Enhancing organizational effectiveness through ease of implementation due to recommendation for investment in benches based on the previous TDP
- Improving public safety by giving riders a safer place to comfortably wait for the bus
- Building public trust by implementing an alternative broadly supported during the public outreach phase of the TDP
- Bettering quality of life through improved aesthetics at bus stops

Shelters

Another of StarMetro's continuous improvement objectives is to annually add new shelters to bus stops with high ridership. Shelters can provide a more comfortable place for riders to wait until their bus arrives, protecting them from the weather. Shelters along night routes can include solar-powered lighting. Shelter costs include construction and maintenance. Shelter implementation supports StarMetro's goals:

- Increasing economic development through investing in infrastructure with a high degree of permanence
- Enhancing organizational effectiveness through ease of implementation due to recommendation for investment in shelters based on the previous TDP
- Improving public safety by giving riders a safer place to comfortably wait for the bus
- Building public trust by implementing an alternative broadly supported during the public outreach phase of the TDP
- Bettering quality of life through improved aesthetics at bus stops

Reflective Bus Stop Signs

Another of StarMetro's continuous improvement objectives is to annually replace bus stop signs with reflective bus stop signs. The reflective bus stop signs improve visibility for riders and operators at night. The cost of the reflective bus stop signs includes acquisition and installation. This alternative supports StarMetro goals:

- Increasing economic development through investing in infrastructure with a high degree of permanence
- Promoting safer access at bus stops resulting in improved public safety
- Building public trust by implementing an alternative supported as part of the TDP survey

ADA Bus Stop Upgrades

StarMetro's continuous improvement objectives also includes annually improving bus stop ADA accessibility. ADA access improvements typically include construction of sidewalks and landing pads making StarMetro more accessible to people of all abilities. Costs can include construction and maintenance. Construction of ADA bus stop upgrades support StarMetro's goals:

- Increasing economic development through a permanent investment in infrastructure and supporting local investment in the community
- Impacting poverty by making StarMetro's services accessible to more people
- Promoting organizational effectiveness as ADA bus stop upgrades were supported in the previous TDP
- Improving public safety by making bus stops safer for all users
- Building public trust as ADA bus stop upgrades were a top choice for survey respondents
- Bettering quality of life through better access to bus stops for all

Operations and Maintenance Facility Upgrades

The StarMetro Operations and Maintenance Facility is currently at capacity. This alternative would expand the Operations and Maintenance Facility capacity to support planned service expansion and requisite increased vehicle requirements. Costs for an improved Operations and Maintenance Facility could include design, construction, and

operation. Improvements to the Operations and Maintenance Facility support StarMetro's goals:

- Enhancing economic development through investing in long-lasting infrastructure as well as investing locally in the community
- Building organizational effectiveness due to improvement of the Ops and Maintenance Facility being included in the previous TDP

Technology

Transit technology has been rapidly advancing over the past decade to enhance the rider experience through improved travel times, increased reliability, and enhanced rider information. While some technology investments can be costly, they can transform the way a transit system operates for its customers. Technology costs can include software, hardware, operations, and maintenance. There are only two technology improvements recommended in this TDP due to StarMetro having recently completed several new transit technology improvements.

Transit Signal Priority

Transit Signal Priority (TSP) systems allow for communication between transit vehicles and signals and as such prioritizes the movement of transit vehicles through signalized intersection. Prioritizing the movement of transit vehicles will enhance the rider experience by decreasing travel times and increasing reliability. TSP deployment would be prioritized based on ridership data. TSP costs can include equipment, installation, and maintenance. Implementation of TSP support StarMetro's goals:

- Increasing economic development through investment in permanent infrastructure
- Impacting poverty by improving speed and reliability resulting in enhanced service quality for low-income areas
- Furthering organizational effectiveness as there are blueprint plans for TSP implementation on the Live Oak route (L)
- Bettering public infrastructure by increasing ridership due to improved service quality

Audio Announcements and Digital Signs at C.K. Steele

Audio service announcements and the addition of digital arrival and departure message boards at C.K. Steele Plaza would include an upgraded public address system and new message boards. Improvements such as ADA announcements can be made in the near-term. This alternative would enhance the overall rider experience at C.K. Steel Plaza. Costs would include construction and maintenance of audio and display equipment. This alternative support StarMetro's goals:

- Enhancing economic development through investing in long-lasting infrastructure as well as investing locally in the community

- Bettering organizational effectiveness as this alternative's implementation is in progress

Plans & Policies

BRT Corridor Study/Studies

To support implementation of one or multiple BRT corridors in Tallahassee, a Major Investment Study should be undertaken to analyze the best fit corridors for implementation, consider project risks, and determine system level standards. BRT Corridor Study costs include staff time and consultant fees. BRT corridor studies support StarMetro's goals:

- Increasing organizational effectiveness as support for BRT corridor studies was identified as a priority in the previous TDP

C.K. Steele Redevelopment Planning Study

The C.K. Steele Redevelopment Planning Study would analyze and identify redevelopment opportunities at the bus transfer facility. The study is the first step in eventually upgrading C.K. Steele for StarMetro riders. Costs for the study would include consultant fees and staff time. This alternative supports StarMetro's goals:

- Engaging the community through a public involvement process as part of the planning study

Bus Ambassadors

This alternative would implement a Bus Ambassadors program. Ambassadors are typically assigned to transit stations and serve as liaisons between StarMetro and the public. Ambassadors share information on how to ride the bus, upcoming service changes, how to buy tickets, and more. These new employees would enhance the overall StarMetro experience. Implementation of the Bus Ambassadors program supports StarMetro's goals:

- Impacting poverty through making StarMetro's services more accessible to more people
- Building public trust by improving communication and information-sharing between the public and StarMetro

Post-COVID Marketing Campaign

COVID has dramatically changed the transit and transportation landscape. A Post-COVID Marketing Campaign would refamiliarize the public with transit service and highlight safety measures being taken by StarMetro. Costs would include staff time and consultant fees as well as any collateral costs. A post-COVID marketing campaign supports StarMetro's goals:

- Improving public trust by enhancing communication and information-sharing between the public and StarMetro

Marketing Audit

A Marketing Audit alternative would examine existing StarMetro marketing campaigns and communications with riders and the general public. The audit would result in recommendations for improved communication strategies. Costs for the audit would include staff time and consultant fees. The marketing audit supports StarMetro's goals:

- Ensuring communication and information-sharing between StarMetro and the public is effective resulting in improved public trust

Travel Trainer Program

A Travel Trainer Program provides training to prospective riders on an appointment basis. Whereas the Bus Ambassadors are paid to be in the field on a more permanent basis, Travel Training typically occurs by request. At times, a staff member directly trains an individual or small group on using StarMetro services or a staff member can train a representative of an organization (e.g., representative from a language resource center for those who speak limited or no English) on how to use the service and then that person trains the direct user. The program would enhance the StarMetro experience for new riders. Travel trainers can be a paid position or unpaid volunteer. Implementation of the travel trainer program supports StarMetro's goals:

- Impacting poverty through making StarMetro's services more accessible to more people
- Building public trust by improving communication and information-sharing between the public and StarMetro

Fare Study

A Fare Study would examine alternative fare structures' impacts on ridership and revenue generation. The study could include a myriad of structures to determine how the changes would impact riders and StarMetro's finances. Costs would include staff time and consultant fees. Undertaking a fare study supports StarMetro's goals:

- Improving organizational effectiveness as a fare study was identified as a need in the previous TDP
- Building public trust as fare-free service was a common comment as part of the TDP survey

Staff Compensation & Benefits Study

A Staff Compensation & Benefits Study would analyze market rate compensation and benefits at comparable transit agencies. Ideal outcomes of the study are recommendations that reduce employee turnover and improve organizational effectiveness. Costs include staff time and consultant fees for the study. While an important undertaking, the Staff Compensation & Benefits Study supports StarMetro's goals:

- Building public trust as driver turnover was noted as a concern during public engagement activities

Substitute Paratransit Service

The Substitute Paratransit Service alternative would seek to augment the StarMetro Dial-A-Ride program with rideshare or taxi service providers when services are over extended. Dial-A-Ride provides curb-to-curb transportation to citizens with a qualifying disability within 3/4-mile of StarMetro's fixed route system in compliance with the ADA. At times, there are not enough vehicles and drivers to support all of the Dial-A-Ride requests. Substituting paratransit service could result in increased hours of operations for riders and/or improved rider experience for customers. Costs for this alternative would include the operating cost for the substitute services. Substituting paratransit service supports StarMetro's goals:

- Impacting poverty by potentially enhancing access to life-sustaining services through improved paratransit service
- Building public trust as limited Dial-A-Ride services were noted as a concern during public engagement activities

Next TDP

Required by Florida Statute, the next TDP Major Update will be due in 2026. In the interim, four TDP Annual Progress Reports (APRs) must be completed for each year from 2022 through 2025. TDP's consider service, infrastructure, technology, and planning & policy over a 10-year time horizon. TDP costs include staff time and consultant fees. Preparing the next TDP supports StarMetro's goals:

- Furthering organizational effectiveness to meet the state law requirements for a TDP on a five-year basis
- Engaging the community through a public involvement process as part of the TDP

Title VI

The Title VI analysis and documentation required by FTA Circular is currently under development by StarMetro. Title VI ensures equity in service and fare changes and documentation will provide written procedures. Costs for Title VI include staff time and/or consultant fees. Conducting the Title VI analysis and documentation supports StarMetro's goals:

- Furthering organizational effectiveness to meet federal requirements for Title VI
- Engaging the community through a public involvement process as part of the plan

Route Optimization Study

StarMetro was selected to receive one of FTA's Helping Obtain Prosperity for Everyone (HOPE) grants, which will support a route optimization study to improve transit service for areas of persistent poverty in Tallahassee. The study is planned to begin in late 2021 and costs include staff time and consultant fees. Conducting the route optimization study supports StarMetro's goals:

- Furthering organizational effectiveness as funding for the study has been awarded through the HOPE Grant
- Engaging the community through a public involvement process as part of the plan

COA

COAs aim to improve operations through recommendations on improved service and routing. COA's should occur every eight to ten years so this COA is anticipated as a follow-up to the one currently being conducted. COA costs include staff time and consultant fees. Completing a COA supports StarMetro's goals:

- Furthering organizational effectiveness as the COA will continue to address efficiency issues
- Engaging the community through a public involvement process as part of the plan

EVALUATION RESULTS

Figure 7-1 provides an overview of which alternatives support which of StarMetro's goals.

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Figure 7-1 Alternatives Evaluation

	Economic Development Score	Impact on Poverty Score	Organizational Effectiveness Score	Public Infrastructure Score	Public Safety Score	Public Trust Score	Quality of Life Score	Total Score
Service								
Maintain Existing Service				◐		◐	◐	◐
Implement COA				◐			◐	
Increase frequency				◐		◐	◐	◐
Later Evening Service				◐		◐	◐	◐
Increased Saturday Service				◐		◐	◐	◐
Increased Sunday Service				◐		◐	◐	◐
North-South Transit Emphasis Corridor				◐				◐
East-West Transit Emphasis Corridor				◐				◐
Infrastructure								
Redevelopment of C.K. Steele Plaza							◐	◐
Proposed Southside Transit Center		◐						◐
Mobility Hub at TCC		◐					◐	
North-South Dedicated Transit Lane				◐				◐
East-West Dedicated Transit Lane				◐				◐
Upgraded Replacement Buses							◐	
EV Charging Stations							◐	
Other Transfer Centers		◐					◐	
Apalachee Regional Park Park & Ride Lot		◐						◐
Welaunee Park & Ride Lot		◐						◐
Benches	◐					◐	◐	◐
Shelters						◐	◐	◐
Reflective Bus Stop Signs						◐		
ADA Bus Stop Upgrades		◐				◐	◐	◐
Operations and Maintenance Facility Upgrades								
Technology								
Transit Signal Priority	◐	◐		◐				
Audio Announcements at C.K. Steele						◐		◐
Policies & Plans								
BRT Corridor Study/Studies	◐							◐
C.K. Steele Redevelopment Planning Study						◐		◐
Bus Ambassadors		◐				◐		
Post-COVID Marketing Campaign						◐		◐
Marketing Audit						◐		◐
Travel Trainer Program		◐				◐		
Fare Study						◐		◐
Staff Compensation & Benefits Study						◐		◐
Substitute Paratransit Service		◐						◐
Next TDP						◐		◐
Title VI						◐		◐
Route Optimization (HOPE Grant)						◐		◐
COA						◐		◐

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8 IMPLEMENTATION AND FINANCE PLANS

Three implementation plans are defined in this chapter. Each plan reflects a unique scenario that incorporates different selections of alternatives. Each scenario is accompanied by a corresponding finance plan.

SCENARIOS

Building on the alternatives evaluation developed in Chapter 7, three scenarios and accompanying implementation plans were developed. Each scenario provides a roadmap for StarMetro over the 10-year timeframe given different levels of resource availability. The three scenarios provide direction if there are minimal, moderate, or significant resources available.

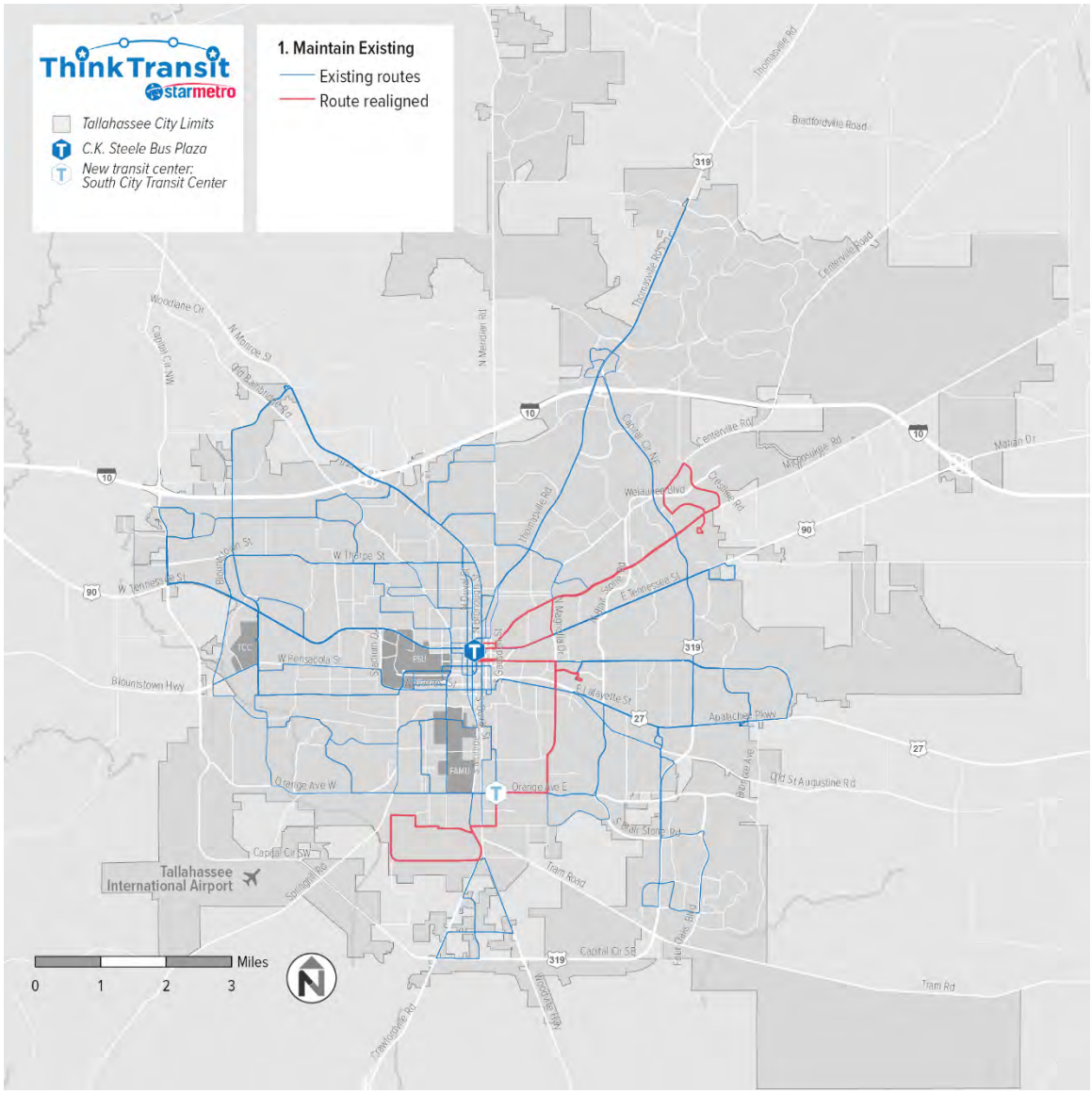
Maintain Existing Network Scenario

This scenario assumes minimal resources are available over the next 10 years, so the transit network remains largely unchanged. It is assumed that projects currently underway will move toward completion, but no new improvements will be added to the system. The Maintain Existing Network Scenario includes the following improvements and is displayed in Figure 8-1:

- Fixed route transit services remain relatively unchanged except that the Gulf (G) Route is re-routed to serve Southside Transit Center.
- The Southside Transit Center is added to the system at the intersection of Orange Avenue West and South Meridian Street and served by Big Bend (B), Gulf (G), Live Oak (L), and Moss (M) Routes.
- Audio and display upgrades are undertaken at C.K. Steele Plaza early in the timeframe and then C.K. Steele Plaza is completely redeveloped into a multi-modal, mixed use facility.
- StarMetro is conducting a COA and has received a HOPE grant to conduct a Route Optimization Study. These two studies will result in a set of cost-neutral adjustments to the transit network.
- As buses are retired, they are replaced with electric buses. Support vehicles are also replaced as they reach the end of their useful lives.

- Addition of new shelters, benches, and ADA sidewalk upgrades at bus stops.
- Addition of TSP on certain corridors, and in particular the Live Oak (L) Route, as ITS infrastructure is implemented throughout the City.
- Preparation and implementation of a post-COVID marketing plan to encourage riders to return to StarMetro.
- The addition of one staff position responsible for mobility management and travel training activities.
- StarMetro is currently undertaking an employee compensation and benefits study to ensure they are appropriately compensating employees. It is assumed that there is an adjustment in compensation and benefits as a result of this study.
- The completion of two TDP Major Updates and interim Annual Progress Reports as required by state statute. StarMetro's upcoming Route Optimization Study and a future COA are also included.

Figure 8-1 Maintain Existing Network Scenario

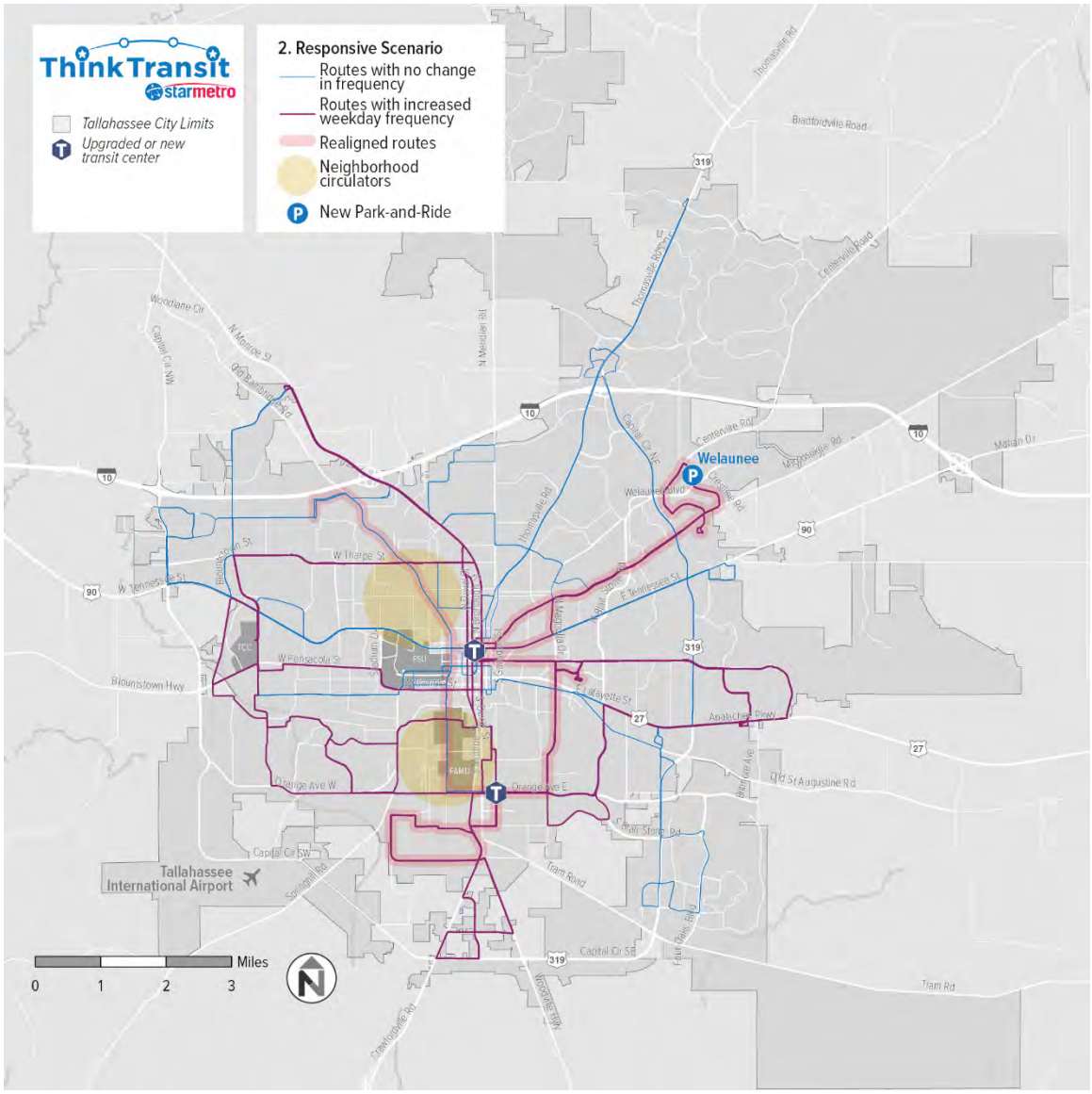


Responsive Network Scenario

Assuming a moderate increase in resources available, the Responsive Network Scenario adjusts the transit system over the 10-year period to provide an additional 39,000 revenue hours of service. This scenario focuses on the most significant needs of the community as determined through robust data analysis and public engagement. The Responsive Network Scenario includes the following improvements and is displayed in Figure 8-2:

- All of the improvements included in the Maintain Existing Network Scenario are also included in the Responsive Network Scenario.
- Moss (M) Route alignment is straightened so that it does not deviate from Wahnish Way/Old Bainbridge Road.
- To supplement the adjusted Moss Route, two neighborhood circulators (Bond and Frenchtown/Griffin Heights) are added. The Bond Route connects to the proposed Southside Transit Center, and the Frenchtown/Griffin Heights Route connects to C.K. Steele Plaza.
- Big Bend (B), Evergreen (E), Gulf (G), Live Oak (L), and Tall Timbers (T) Routes have 30-minute frequencies all day during the week. Live Oak Route also has a 30-minute frequency on Saturdays.
- Dogwood (D) Route has a 30-minute frequency during peak weekday periods.
- A Park-and-ride lot is added in the Welaunee Boulevard area.
- Major upgrades are undertaken at the operations and maintenance (O&M) facility.
- Bus ambassadors are hired to assist passengers at C.K. Steele Plaza passengers.
- A marketing audit is undertaken to better market StarMetro services.
- A fare study is conducted to ensure the most appropriate fare levels across the system.

Figure 8-2 Responsive Network Scenario

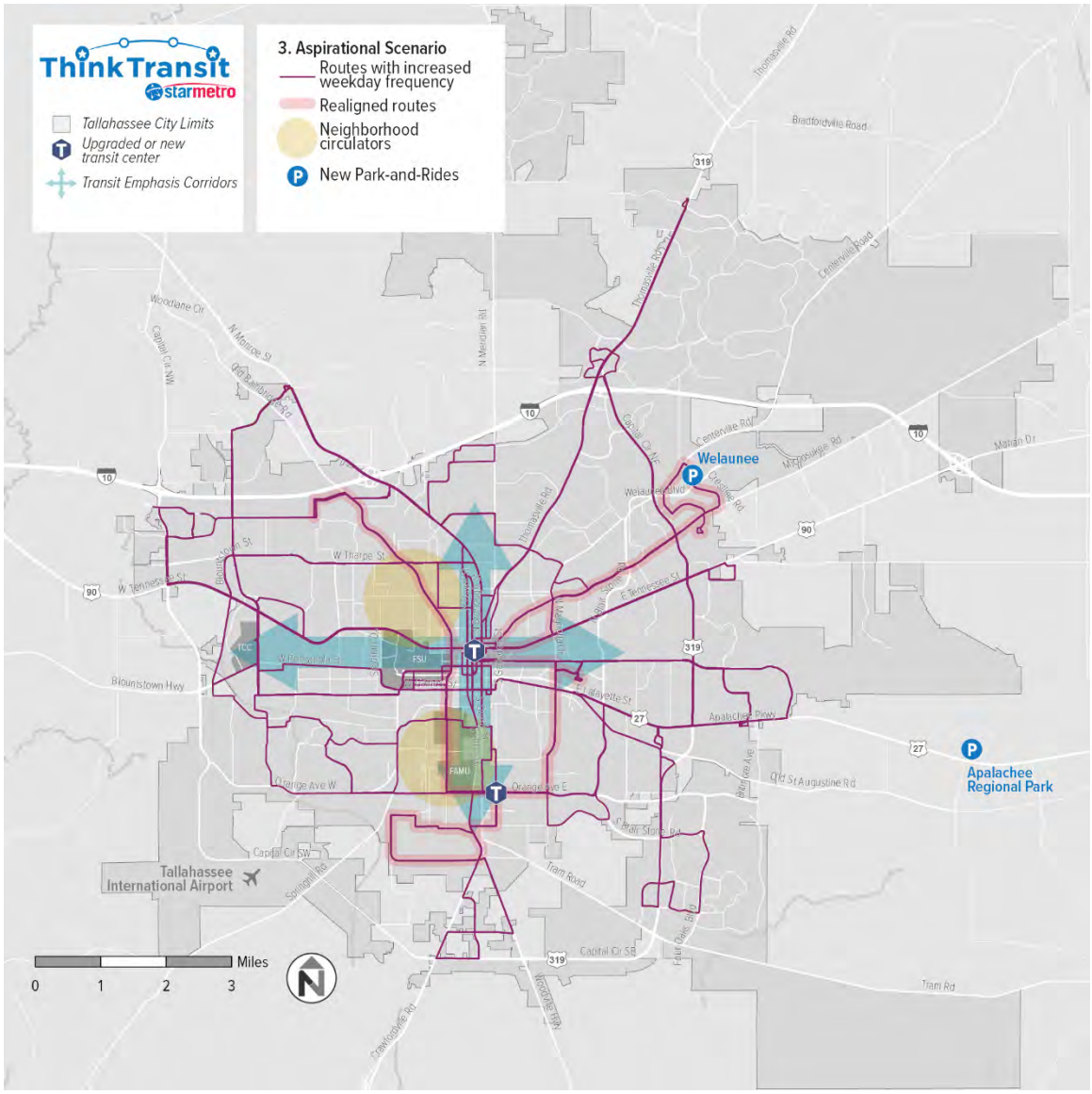


Aspirational Network Scenario

The Aspirational Network provides a vision for StarMetro service if significant investment is made in the system resulting in a doubling of annual revenue service hours. The Aspirational Network Scenario includes the following improvements and is displayed in Figure 8-3:

- All of the improvements included in the Maintain Existing Network Scenario and Responsive Network Scenario are also included in the Aspirational Network Scenario.
- This scenario assumes frequencies are doubled on all routes Monday through Saturday. Sunday service is adjusted to mirror Saturday service.
- Night Routes (1, 2, 3, and 5) are replaced by extended hours on all other routes until 11:00 pm.
- Two studies are conducted to determine the feasibility of enhanced transit service on the two transit emphasis corridors.
- Two transit emphasis corridors are added to provide high frequency, efficient service from C.K. Steele Plaza to the Southside Transit Center (north-south) and Southside Transit Center to TCC (east-west).
- A park-and-ride lot is added in the Apalachee Regional Park area.

Figure 8-3 Aspirational Network Scenario



IMPLEMENTATION AND FINANCE PLANS

The following section provides the 10-year implementation plan and finance plan for each scenario. In combination, the implementation and finance plans provide a detailed overview of each scenario.

Implementation Plans

For each scenario, a 10-year implementation plan was developed to indicate when each improvement is introduced. The implementation is meant to be a guide for StarMetro to enact future improvements. The first five years of the TDP typically have more detail and definition than the final five years of the TDP.

Finance Plans

In addition, 10-year operations and capital finance plans were developed for each scenario based on the implementation plan. The finance plans were developed at a planning level and should not be considered a budget.

It should be noted that **the City Commission's approval of the TDP does not obligate funds for the proposed projects**. Annual budgets will be developed and approved separately to allocate funding for existing services and improvements.

The expense portion of the finance plans were based on the following assumptions:

- Annual budget increase of three percent.
- New fixed route service expenses were based on a 2019 cost per revenue hour of $83.54.
- Increases in Dial-A-Ride expenses were assumed to increase faster than costs associated with fixed-route service for three reasons:
  - Demand for Dial-A-Ride services are increasing at a rate of seven percent per year.
  - StarMetro will renegotiate the Dial-A-Ride contract when it expires in 2026 so it was assumed that a contract renegotiation would lead to a higher rate.
  - Increased Dial-A-Ride expenses for complementary service dues to fixed-route service hours expansion (e.g., later evening service) were based on a 2019 cost per revenue hour of $58.69.
- Where possible, non-service expenses were based on known costs from prior purchases (e.g., replacement buses and TDPs). When prior costs were not available, reasonable assumptions as to non-service expenses were made.

The revenue portion of the finance plans were based on the following assumptions:

- Annual budget increase of three percent.
- Current federal, state, and local funding was assumed to continue at the same or similar levels in the future.

- Fare revenue for new services was based on the 2019 average fare revenue per boarding of $0.33[1] as applied to projected increases in ridership. Ridership projections for new services were based on those generated in the TBEST model (see Chapter 6).
- Temporary revenue available from federal emergency funds related to the COVID-19 pandemic. Revenues are divided between operating and capital and spread over several years in the finance plans.
- A state Public Transit Service Development grant is assumed to cover 50 percent of the operating costs of the new transit neighborhood circulators.

The finance plan included numerous federal, state, and local revenue sources. Known sources are briefly explained below. Given the current federal directives, it is possible that the federal government will develop new transit funding opportunities. Exploration of these new programs is recommended as they become available.

Federal Revenue Sources

- **Urbanized Area Formula Grants (49 U.S.C. 5307)**: Federal government resources available to urbanized areas for transit capital and operating assistance. Funds are apportioned based on legislative formulas.
- **Bus and Bus Facilities (49 U.S.C. 5339):** This program makes funding available to replace, rehabilitate, or purchase buses and related equipment. It can also be used to construct bus-related facilities. Funds are apportioned based on legislative formulas.
- **Enhanced Mobility of Seniors & Individuals with Disabilities (49 U.S.C. 5310):** Formula funding for the purpose of meeting transportation needs of older adults and people with disabilities. Funds are apportioned based on legislative formulas.
- **Coronavirus Aid, Relief and Economic Security (CARES) Act:** One-time funding available to assist transit agencies to support service and account for increased costs during the COVID-19 pandemic.
- **Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA):** A second round of funding to assist transit agencies in providing services during the COVID-19 pandemic.
- **American Rescue Plan (ARP) Act of 2021:** A third pandemic relief package for transit agencies.

[1] Average fare revenue is calculated based on total fare revenue divided by total ridership. It is significantly lower than the cash fare due to StarMetro's use of contracted service (FSU) as well as discounted fares and participation in the FTA's half-fare program.

State Revenue Sources

- **Public Transit Block Grant:** Formula funding from the State of Florida for transit operational expenses.
- **Service Development Grant:** FDOT funding for new transit services. The funding is meant to assist a transit agency in paying for new services and therefore funds are only available for the first three years of service. Services are expected to continue after the grant ends.
- **Transportation Disadvantaged (TD) Commission:** Funds provided to assist children at risk, older adults, individuals with disabilities, and low-income individuals with transportation needs.
- **Formula Grants for Rural Areas (49 U.S.C. 5311):** Federal formula funding for capital, planning, and operating assistance in rural areas. Section 5311 funds are administered by FDOT, and therefore these revenues are reflected with other state-managed funding sources in this chapter. Funds are apportioned based on legislative formulas.

Local Revenue Sources

- **Farebox Revenue**: This is the revenue generated from passenger fares and is based on ridership projections developed through the TBEST model.
- **Charter Service**: From time-to-time, StarMetro provides charter services which generates a revenue stream for the agency.
- **Advertising**: Advertising on transit vehicles and facilities generates funding at the local level. This revenue stream is expected to decline in the future.
- **Blueprint Program**: The Tallahassee Blueprint program provides capital funding for bus stop improvements like shelters and benches and to assist in the construction of the proposed Southside Transit Center.
- **Gasoline Tax**: A certain percentage of funds from gasoline taxes are used to support StarMetro's fixed route operations.
- **FSU Contract**: FSU contracts with StarMetro to provide bus services to its students, faculty, and staff.
- **U-Pass**: FSU and FAMU reimburse StarMetro for trips their students take on the fixed route system.
- **Local General Revenue**: The City of Tallahassee provides funding from its general fund for transit services.
- **Community Transportation Coordinator (CTC)**: Leon County provides annual funding as a local match to state grants for TD demand response services StarMetro provides as the Leon County CTC.
- **Local Concurrency Funds**: These funds are generated by new developments. They are calculated based on the new development's impacts to the transportation network and can only be used for capital projects.

Maintain Existing Network Scenario

The Maintain Existing Network Scenario generally provides for the continuation of existing transit services with a few planned upgrades to the system. An indicative implementation schedule is shown in Table 8-1 with shaded areas showing the years in which the improvement is in operation or a study is undertaken. More details on these improvements can be found earlier in this chapter.

Figure 8-4 through Figure 8-8 provide detailed information about operating and capital expenses and revenues. More details about each revenue and expense line item can be found earlier in this chapter. Figure 8-9 and Figure 8-10 provide a comparison of the total operating expenses versus revenues and total capital expenses versus revenues, respectively, associated with the Maintain Existing Network Scenario. As the 10-year implementation plan progresses more work will need to be done to identify revenues to support the existing services and planned improvements.

It is important to note that these projected expenses and revenues were developed at a planning level and should not be interpreted as a budget.

Figure 8-4 Maintain Existing Network Scenario: Implementation Plan

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Service										
Fixed Route Service										
Dial-A-Ride Service										
Compensation Adjustments										
COA Adjustments										
HOPE Grant Adjustments										
Infrastructure										
Replacement Buses (Electric)										
Replacement Vans										
Stop Improvements										
Southside Transit Center										
C.K. Steele Redevelopment										
Technology										
Transit Signal Priority										
C.K. Steele Audio/Display										
Plans & Policies										
Post-COVID Marketing										
Travel Trainer Program										
TDP/Annual Progress Report										
Route Optimization Study										
COA										

Figure 8-5 Maintain Existing Network Scenario: Operating Expenses (in millions)

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Service										
Fixed Route Service	$17.24	$17.76	$18.29	$18.84	$19.40	$19.98	$20.58	$21.20	$21.84	$22.49
Dial-A-Ride Service	$3.65	$3.83	$4.03	$4.23	$4.44	$4.75	$4.99	$5.24	$5.50	$5.77
Compensation Adjustments	$0.60	$0.62	$0.64	$0.66	$0.68	$0.70	$0.72	$0.74	$0.76	$0.78
COA & HOPE Grant	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Operating Expense Total	$21.49	$22.21	$22.95	$23.72	$24.52	$25.43	$26.29	$27.17	$28.09	$29.05

Note: Values may not sum due to rounding.

Figure 8-6 Maintain Existing Network Scenario: Capital Expenses (in millions)

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Infrastructure										
Replacement Buses	$1.74	$1.72	$3.62	$3.47	$3.98	$3.07	$4.22	$4.35	$3.36	$4.61
Replacement Vans	$0.33	$0.34	$0.35	$0.36	$0.37	$0.38	$0.39	$0.41	$0.42	$0.43
Stop Improvements	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61
Southside Transit Center	$0.00	$3.80	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
C.K. Steele Redevelopment	$0.00	$0.00	$4.38	$4.38	$4.38	$4.38	$0.00	$0.00	$0.00	$0.00
Technology										
Transit Signal Priority	$0.00	$0.00	$0.00	$0.28	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
C.K. Steele Audio/Display	$0.24	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Plans & Policies										
Post-COVID Marketing	$0.03	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Travel Trainer Program	$0.03	$0.03	$0.03	$0.03	$0.03	$0.04	$0.04	$0.04	$0.04	$0.04
TDP/Annual Progress	$0.04	$0.04	$0.04	$0.04	$0.17	$0.04	$0.05	$0.05	$0.05	$0.20
Route Optimization Study	$0.40	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
COA	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.32	$0.00	$0.00
Capital Expense Total	$3.41	$6.54	$9.04	$9.18	$9.54	$8.52	$5.31	$5.77	$4.47	$5.89

Note: Values may not sum due to rounding.

Figure 8-7 Maintain Existing Network Scenario: Operating Revenues (in millions)

Revenue Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Federal										
Urbanized Area Formula	$2.67	$2.75	$2.83	$2.92	$3.01	$3.10	$3.19	$3.28	$3.38	$3.48
Enhanced Mobility of Seniors & Individuals with Disabilities	$0.20	$0.21	$0.21	$0.22	$0.23	$0.23	$0.24	$0.25	$0.25	$0.26
CARES Act	$0.00	$0.00	$0.00	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.00
CRSSAA	$0.00	$0.00	$0.00	$0.54	$0.54	$0.54	$0.54	$0.54	$0.54	$0.00
ARP	$2.18	$1.18	$1.18	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Federal Revenue Total	$5.05	$4.13	$4.22	$4.14	$4.24	$4.33	$4.43	$4.54	$4.64	$3.75
State										
State Block Grant	$1.03	$1.03	$1.03	$1.03	$1.03	$1.10	$1.10	$1.10	$1.10	$1.10
TD Commission	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59
Formula Grant for Rural Areas	$0.24	$0.25	$0.26	$0.26	$0.27	$0.28	$0.29	$0.30	$0.30	$0.31
State Revenue Total	$1.86	$1.86	$1.87	$1.88	$1.89	$1.96	$1.97	$1.98	$1.99	$2.00
Local										
Farebox	$1.20	$1.24	$1.27	$1.31	$1.35	$1.39	$1.43	$1.48	$1.52	$1.57
Charter Service	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01
Advertising	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05
Gas Tax	$3.00	$2.97	$2.94	$2.91	$2.88	$2.85	$2.82	$2.80	$2.77	$2.74
FSU Contract & U-Pass	$3.56	$3.67	$3.78	$3.89	$4.01	$4.13	$4.25	$4.38	$4.51	$4.64
Local General Revenue	$3.84	$3.84	$3.84	$5.84	$5.84	$5.84	$5.84	$5.84	$5.84	$5.84
CTC	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12
Local Revenue Total	$11.77	$11.89	$12.01	$14.13	$14.25	$14.39	$14.52	$14.67	$14.81	$14.97
Grand Total	$18.68	$17.88	$18.10	$20.15	$20.38	$20.68	$20.93	$21.18	$21.44	$20.71

Note: Values may not sum due to rounding.

Figure 8-8 Maintain Existing Network Scenario: Capital Revenues (in millions)

Revenue Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Federal										
Urbanized Area Formula	$1.24	$1.27	$1.31	$1.35	$1.39	$1.43	$1.48	$1.52	$1.57	$1.61
Bus and Bus Facilities	$0.44	$0.45	$0.47	$0.48	$0.50	$0.51	$0.53	$0.54	$0.56	$0.58
CARES Act	$0.00	$0.00	$0.00	$0.13	$0.13	$0.13	$0.13	$0.13	$0.13	$0.00
CRSSAA	$0.00	$0.00	$0.00	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.00
ARP	$1.26	$2.26	$2.26	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Federal Revenue Total	$2.94	$3.99	$4.04	$2.05	$2.10	$2.16	$2.22	$2.28	$2.34	$2.19
Local										
Blueprint	$0.61	$1.61	$4.99	$4.99	$4.99	$4.99	$0.61	$0.61	$0.61	$0.61
Local Concurrency Funds	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12
Local Revenue Total	$0.73	$1.73	$5.11	$5.11	$5.11	$5.11	$0.73	$0.73	$0.73	$0.73
Grand Total	$3.67	$5.72	$9.15	$7.15	$7.21	$7.26	$2.95	$3.01	$3.07	$2.92

Note: Values may not sum due to rounding.

Figure 8-9 Maintain Existing Network Scenario: Operating Expenses and Revenues

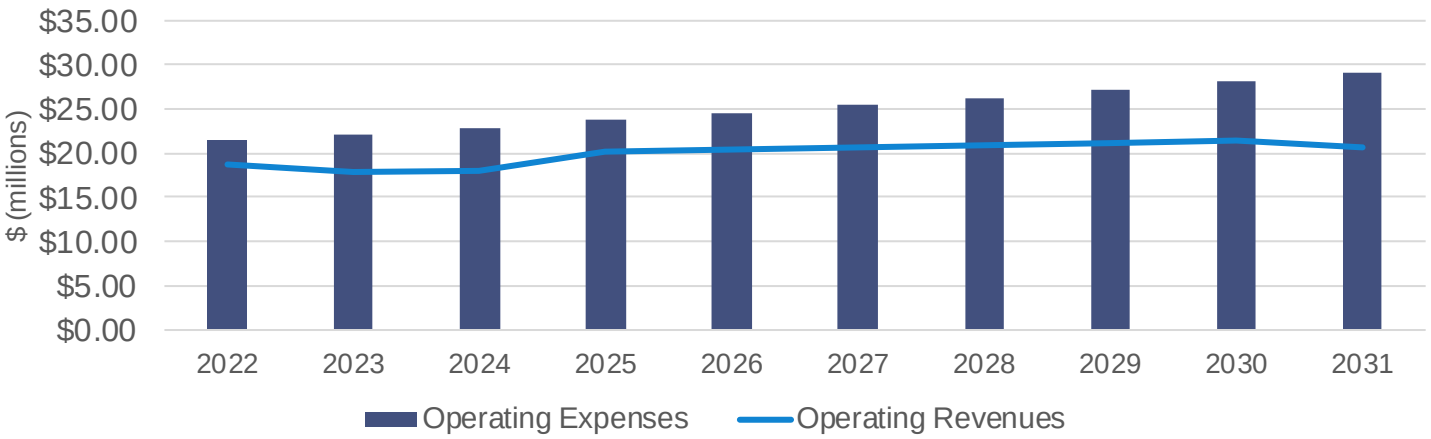
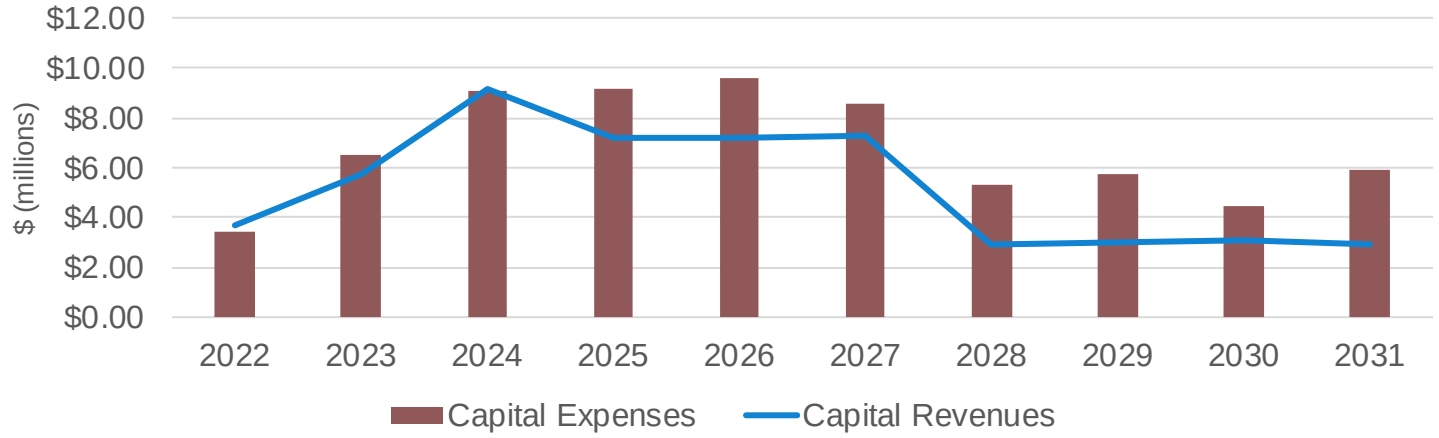


Figure 8-10 Maintain Existing Network Scenario: Capital Expenses and Revenues



Responsive Network Scenario

The Responsive Network Scenario provides for the continuation of existing transit services, planned upgrades to the system, and a moderate amount of further improvement. An indicative implementation schedule is shown in Table 8-6 with shaded areas showing the years in which the improvement is in operation or a study is undertaken. More details on these improvements can be found earlier in this chapter.

Figure 8-11 through Figure 8-16 provide detailed information about operating and capital expenses and revenues. More details about each revenue and expense line item can be found earlier in this chapter. Figure 8-17 and Figure 8-18 provide a comparison of the total operating expenses versus revenues and total capital expenses versus revenues, respectively, associated with the Responsive Network Scenario. As the 10-year implementation plan progresses operating expenses gradually outpace operating revenues while capital expenses quickly exceed capital revenues.

It is important to note that these projected expenses and revenues were developed at a planning level and should not be interpreted as a budget.

Figure 8-11 Responsive Network Scenario: Implementation Plan

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Service										
Fixed Route Service										
Dial-A-Ride Service										
Compensation Adjustments										
COA Adjustments										
HOPE Grant Adjustments										
Increase Select Route Frequency										
Add Neighborhood Circulators										
Infrastructure										
Replacement Buses (Electric)										
Replacement Vans										
Stop Improvements										
Southside Transit Center										
C.K. Steele Redevelopment										
Welaunee Park & Ride Lot										
O&M Facility Upgrades										
Technology										
Transit Signal Priority										
C.K. Steele Audio/Display										

Figure 8-12 Responsive Network Scenario: Implementation Plan Continued

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Plans & Policies										
Post-COVID Marketing										
Travel Trainer Program										
TDP/Annual Progress Report										
Route Optimization Study										
COA										
Bus Ambassador										
Marketing Audit										
Fare Study										

Note: Grey shading indicates the item carries over from the Existing Network Scenario. Light green shading indicates a new improvement under the Responsive Network Scenario.

Figure 8-13 Responsive Network Scenario: Operating Expenses (in millions)

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Service										
Fixed Route Service	$17.24	$17.76	$18.29	$18.84	$19.40	$19.98	$20.58	$21.20	$21.84	$22.49
Fixed Route Service Improvements	$0.00	$3.03	$3.12	$3.21	$3.31	$3.41	$3.51	$3.62	$3.73	$3.84
Dial-A-Ride Service	$3.65	$3.83	$4.03	$4.23	$4.44	$4.75	$4.99	$5.24	$5.50	$5.77
Dial-A-Ride Service	$0.00	$0.37	$0.38	$0.40	$0.42	$0.45	$0.47	$0.50	$0.52	$0.55
Compensation Adjustments	$0.60	$0.62	$0.64	$0.66	$0.68	$0.70	$0.72	$0.74	$0.76	$0.78
COA & HOPE Grant	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Operating Expense Total	$21.49	$25.24	$26.07	$26.93	$27.83	$28.84	$29.80	$30.79	$31.82	$32.88

Note: Values may not sum due to rounding.

Figure 8-14 Responsive Network Scenario: Capital Expenses (in millions)

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Infrastructure										
Replacement Buses (Electric)	$1.74	$1.72	$3.62	$3.47	$3.98	$3.07	$4.22	$4.35	$3.36	$4.61
Replacement Vans	$0.33	$0.34	$0.35	$0.36	$0.37	$0.38	$0.39	$0.41	$0.42	$0.43
Stop Improvements	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61
Southside Transit Center	$0.00	$3.80	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
C.K. Steele Redevelopment	$0.00	$0.00	$4.38	$4.38	$4.38	$4.38	$0.00	$0.00	$0.00	$0.00
Welaunee Park & Ride Lot	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$5.31	$0.00	$0.00	$0.00
O&M Facility Upgrades	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$13.44
Technology										
Transit Signal Priority	$0.00	$0.00	$0.00	$0.28	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
C.K. Steele Audio/Display	$0.24	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Plans & Policies										
Post-COVID Marketing	$0.03	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Travel Trainer Program	$0.03	$0.03	$0.03	$0.03	$0.03	$0.04	$0.04	$0.04	$0.04	$0.04
TDP/Annual Progress Report	$0.04	$0.04	$0.04	$0.04	$0.17	$0.04	$0.05	$0.05	$0.05	$0.20
Route Optimization Study	$0.40	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
COA	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.32	$0.00	$0.00
Bus Ambassador	$0.00	$0.00	$0.05	$0.06	$0.06	$0.06	$0.06	$0.06	$0.07	$0.07
Marketing Audit	$0.00	$0.00	$0.03	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Fare Study	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.04
Capital Expense Total	$3.41	$6.54	$9.12	$9.24	$9.60	$8.58	$10.68	$5.83	$4.54	$19.44

Note: Values may not sum due to rounding.

Figure 8-15 Responsive Network Scenario: Operating Revenues (in millions)

Revenue Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Federal										
Urbanized Area Formula	$2.67	$2.75	$2.83	$2.92	$3.01	$3.10	$3.19	$3.28	$3.38	$3.48
Enhanced Mobility of Seniors & Individuals with Disabilities	$0.20	$0.21	$0.21	$0.22	$0.23	$0.23	$0.24	$0.25	$0.25	$0.26
CARES Act	$0.00	$0.00	$0.00	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.00
CRSSAA	$0.00	$0.00	$0.00	$0.54	$0.54	$0.54	$0.54	$0.54	$0.54	$0.00
ARP	$2.18	$1.18	$1.18	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Federal Revenue Total	$5.05	$4.13	$4.22	$4.14	$4.23	$4.33	$4.43	$4.53	$4.64	$3.75
State										
State Block Grant	$1.03	$1.03	$1.03	$1.03	$1.03	$1.10	$1.10	$1.10	$1.10	$1.10
TD Commission	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59
Formula Grant for Rural Areas	$0.24	$0.25	$0.26	$0.26	$0.27	$0.28	$0.29	$0.30	$0.30	$0.31
State Revenue Total	$1.86	$1.86	$1.87	$1.88	$1.89	$1.96	$1.97	$1.98	$1.99	$2.00
Local										
Farebox	$1.20	$1.24	$1.27	$1.31	$1.35	$1.39	$1.43	$1.48	$1.52	$1.57
Charter Service	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01
Advertising	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05
Gas Tax	$3.00	$2.97	$2.94	$2.91	$2.88	$2.85	$2.82	$2.80	$2.77	$2.74
FSU Contract & U-Pass	$3.56	$3.67	$3.78	$3.89	$4.01	$4.13	$4.25	$4.38	$4.51	$4.64
Local General Revenue	$3.84	$3.84	$3.84	$5.84	$5.84	$5.84	$5.84	$5.84	$5.84	$5.84
CTC	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12
Local Revenue Total	$11.77	$11.89	$12.01	$14.13	$14.25	$14.39	$14.52	$14.67	$14.81	$14.97
Grand Total	$18.68	$17.88	$18.10	$20.14	$20.37	$20.68	$20.92	$21.18	$21.44	$20.71

Note: Values may not sum due to rounding.

Figure 8-16 Responsive Network Scenario: Capital Revenues (in millions)

Revenue Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Federal										
Urbanized Area Formula	$1.24	$1.27	$1.31	$1.35	$1.39	$1.43	$1.48	$1.52	$1.57	$1.61
Bus and Bus Facilities	$0.44	$0.45	$0.47	$0.48	$0.50	$0.51	$0.53	$0.54	$0.56	$0.58
CARES Act	$0.00	$0.00	$0.00	$0.13	$0.13	$0.13	$0.13	$0.13	$0.13	$0.00
CRSSAA	$0.00	$0.00	$0.00	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.00
ARP	$1.26	$2.26	$2.26	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Federal Revenue Total	$2.94	$3.99	$4.04	$2.05	$2.10	$2.16	$2.22	$2.28	$2.34	$2.19
Local										
Blueprint	$0.61	$1.61	$4.99	$4.99	$4.99	$4.99	$0.61	$0.61	$0.61	$0.61
Local Concurrency	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12
Local Revenue Total	$0.73	$1.73	$5.11	$5.11	$5.11	$5.11	$0.73	$0.73	$0.73	$0.73
Grand Total	$3.67	$5.72	$9.15	$7.15	$7.21	$7.26	$2.95	$3.01	$3.07	$2.92

Note: Values may not sum due to rounding.

Figure 8-17 Responsive Network Scenario: Operating Expenses and Revenues

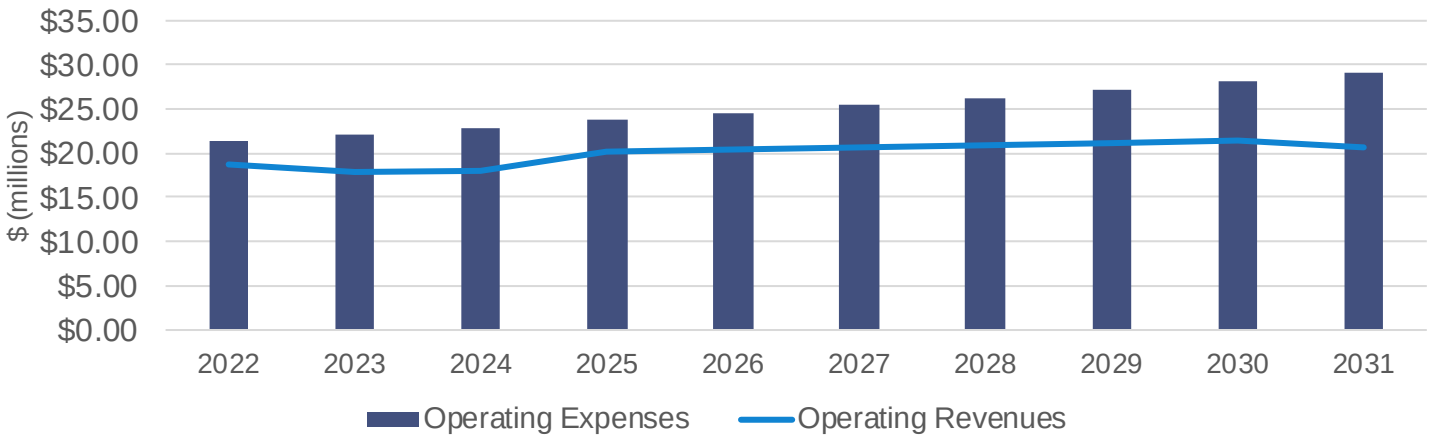
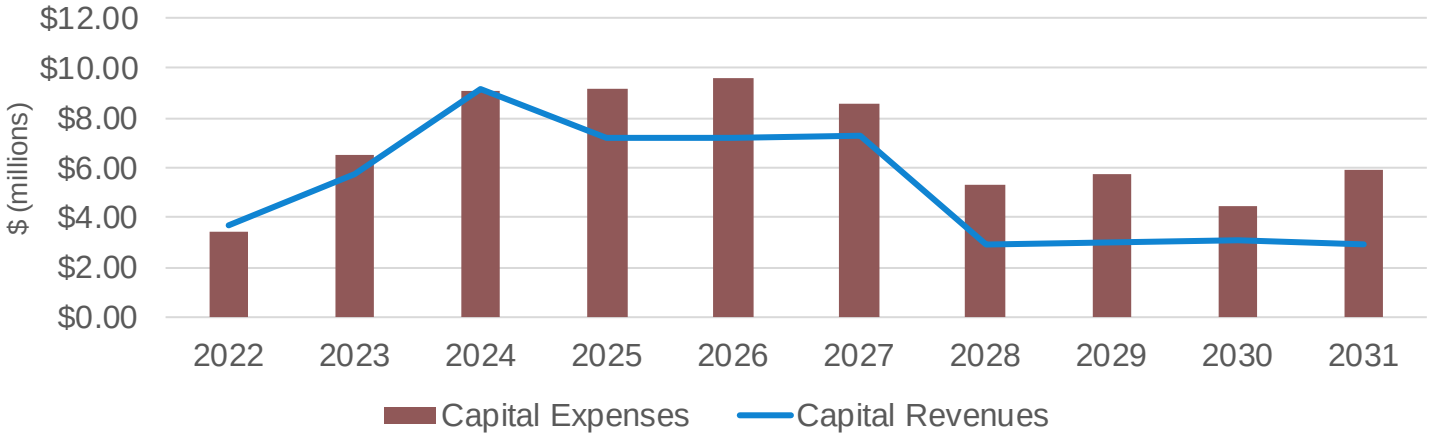


Figure 8-18 Responsive Network Scenario: Capital Expenses and Revenues



Aspirational Network Scenario

The Aspirational Network Scenario provides for the continuation of existing transit services, planned upgrades to the system, and a significant amount of further improvement. An indicative implementation schedule is shown in Table 8-11 with shaded areas showing the years in which the improvement is in operation or a study is undertaken. More details on these improvements can be found earlier in this chapter.

Figure 8-19 through Figure 8-24 provide detailed information about operating and capital expenses and revenues. More details about each revenue and expense line item can be found earlier in this chapter. Figure 8-25 and Figure 8-26 provide a comparison of the total operating expenses versus revenues and total capital expenses versus revenues, respectively, associated with the Aspirational Network Scenario. Both operating and capital expenses significantly outpace operating and capital revenues throughout the 10-year period.

It is important to note that these projected expenses and revenues were developed at a planning level and should not be interpreted as a budget.

Figure 8-19 Aspirational Network Scenario: Implementation Plan

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Service										
Fixed Route Service										
Dial-A-Ride Service										
Compensation Adjustments										
COA Adjustments										
HOPE Grant Adjustments										
Increase Weekday Frequency										
Add Neighborhood Circulators										
Transit Emphasis Corridors										
Infrastructure										
Replacement Buses (Electric)										
Replacement Vans										
Stop Improvements										
Southside Transit Center										
C.K. Steele Redevelopment										
Welaunee Park & Ride Lot										
Apalachee Park & Ride Lot										
O&M Facility Upgrades										

Figure 8-20 Aspirational Network Scenario: Implementation Plan Continued

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Technology										
Transit Signal Priority										
C.K. Steele Audio/Display										
Plans & Policies										
Post-COVID Marketing										
Travel Trainer Program										
TDP/Annual Progress Report										
Route Optimization Study										
COA										
Bus Ambassador										
Marketing Audit										
Fare Study										
Transit Emphasis Corridor Study										

Note: Grey shading indicates the item carries over from the Existing Network Scenario or the Responsive Network Scenario. Light green shading indicates a new improvement under the Aspirational Network Scenario.

Figure 8-21 Aspirational Network Scenario: Operating Expenses (in millions)

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Service										
Fixed Route Service	$17.24	$17.76	$18.29	$18.84	$19.40	$19.98	$20.58	$21.20	$21.84	$22.49
Fixed Route Service Improvements	$0.00	$17.06	$17.57	$18.10	$18.64	$19.20	$19.78	$20.37	$20.98	$21.61
Dial-A-Ride Service	$3.65	$3.83	$4.03	$4.23	$4.44	$4.75	$4.99	$5.24	$5.50	$5.77
Dial-A-Ride Service Improvements	$0.00	$0.37	$0.38	$0.40	$0.42	$0.45	$0.47	$0.50	$0.52	$0.55
Compensation Adjustments	$0.60	$0.62	$0.64	$0.66	$0.68	$0.70	$0.72	$0.74	$0.76	$0.78
COA & HOPE Grant Adjustments	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Operating Expense Total	$21.49	$39.63	$40.90	$42.22	$43.58	$45.08	$46.54	$48.04	$49.60	$51.21

Note: Values may not sum due to rounding.

Figure 8-22 Aspirational Network Scenario: Capital Expenses (in millions)

Alternative	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Infrastructure										
Replacement Buses (Electric)	$1.74	$1.72	$3.62	$3.47	$3.98	$3.07	$4.22	$4.35	$3.36	$4.61
Replacement Vans	$0.33	$0.34	$0.35	$0.36	$0.37	$0.38	$0.39	$0.41	$0.42	$0.43
Stop Improvements	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61	$0.61
Southside Transit Center	$0.00	$3.80	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
C.K. Steele Redevelopment	$0.00	$0.00	$4.38	$4.38	$4.38	$4.38	$0.00	$0.00	$0.00	$0.00
Welaunee Park & Ride Lot	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$5.31	$0.00	$0.00	$0.00
Apalachee Park & Ride Lot	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.43
O&M Facility Upgrades	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$13.44
Technology										
Transit Signal Priority	$0.00	$0.00	$0.00	$0.28	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
C.K. Steele Audio/Display	$0.24	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Plans & Policies										
Post-COVID Marketing	$0.03	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Travel Trainer Program	$0.03	$0.03	$0.03	$0.03	$0.03	$0.04	$0.04	$0.04	$0.04	$0.04
TDP/Annual Progress Report	$0.04	$0.04	$0.04	$0.04	$0.17	$0.04	$0.05	$0.05	$0.05	$0.20
Route Optimization Study	$0.40	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
COA	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.32	$0.00	$0.00
Bus Ambassador	$0.00	$0.00	$0.05	$0.06	$0.06	$0.06	$0.06	$0.06	$0.07	$0.07
Marketing Audit	$0.00	$0.00	$0.03	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Fare Study	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.04
Transit Emphasis Corridor Study	$0.00	$0.00	$0.00	$0.00	$0.58	$0.00	$0.00	$0.00	$0.00	$0.00
Capital Expense Total	$3.17	$6.54	$9.12	$9.24	$10.18	$8.58	$10.68	$5.83	$4.54	$19.87

Note: Values may not sum due to rounding.

Figure 8-23 Aspirational Network Scenario: Operating Revenues (in millions)

Revenue Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Federal										
Urbanized Area Formula	$2.67	$2.75	$2.83	$2.92	$3.01	$3.10	$3.19	$3.28	$3.38	$3.48
Enhanced Mobility of Seniors & Individuals with Disabilities	$0.20	$0.21	$0.21	$0.22	$0.23	$0.23	$0.24	$0.25	$0.25	$0.26
CARES Act	$0.00	$0.00	$0.00	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.00
CRSSAA	$0.00	$0.00	$0.00	$0.54	$0.54	$0.54	$0.54	$0.54	$0.54	$0.00
ARP	$2.18	$1.18	$1.18	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Federal Revenue Total	$5.05	$4.13	$4.22	$4.14	$4.24	$4.33	$4.43	$4.54	$4.64	$3.75
State										
State Block Grant	$1.03	$1.03	$1.03	$1.03	$1.03	$1.10	$1.10	$1.10	$1.10	$1.10
Service Development Grant	$0.00	$0.75	$0.75	$0.75	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TD Commission	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59	$0.59
Formula Grant for Rural	$0.24	$0.25	$0.26	$0.26	$0.27	$0.28	$0.29	$0.30	$0.30	$0.31
State Revenue Total	$1.86	$2.61	$2.62	$2.63	$1.89	$1.96	$1.97	$1.98	$1.99	$2.00
Local										
Farebox	$1.24	$1.16	$1.32	$1.49	$1.67	$1.86	$2.06	$2.27	$2.49	$2.72
Charter Service	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01	$0.01
Advertising	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05	$0.05
Gas Tax	$3.00	$2.97	$2.94	$2.91	$2.88	$2.85	$2.82	$2.80	$2.77	$2.74
FSU Contract & U-Pass	$3.56	$3.67	$3.78	$3.89	$4.01	$4.13	$4.25	$4.38	$4.51	$4.64
Local General Revenue	$3.84	$3.84	$3.84	$5.84	$5.84	$5.84	$5.84	$5.84	$5.84	$5.84
CTC	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12
Local Revenue Total	$11.81	$11.81	$12.05	$14.30	$14.57	$14.85	$15.15	$15.46	$15.78	$16.12
Grand Total	$18.71	$18.55	$18.89	$21.07	$20.69	$21.15	$21.55	$21.97	$22.41	$21.87

Note: Values may not sum due to rounding.

Figure 8-24 Aspirational Network Scenario: Capital Revenues (in millions)

Revenue Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Federal										
Urbanized Area Formula	$1.24	$1.27	$1.31	$1.35	$1.39	$1.43	$1.48	$1.52	$1.57	$1.61
Bus and Bus Facilities	$0.44	$0.45	$0.47	$0.48	$0.50	$0.51	$0.53	$0.54	$0.56	$0.58
CARES Act	$0.00	$0.00	$0.00	$0.13	$0.13	$0.13	$0.13	$0.13	$0.13	$0.00
CRSSAA	$0.00	$0.00	$0.00	$0.09	$0.09	$0.09	$0.09	$0.09	$0.09	$0.00
ARP	$1.26	$2.26	$2.26	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Federal Revenue Total	$2.94	$3.99	$4.04	$2.05	$2.10	$2.16	$2.22	$2.28	$2.34	$2.19
Local										
Blueprint	$0.61	$1.61	$4.99	$4.99	$4.99	$4.99	$0.61	$0.61	$0.61	$0.61
Local Concurrency Funds	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12	$0.12
Local Revenue Total	$0.73	$1.73	$5.11	$5.11	$5.11	$5.11	$0.73	$0.73	$0.73	$0.73
Grand Total	$3.67	$5.72	$9.15	$7.15	$7.21	$7.26	$2.95	$3.01	$3.07	$2.92

Note: Values may not sum due to rounding.

Figure 8-25 Aspirational Network Scenario: Operating Expenses and Revenues

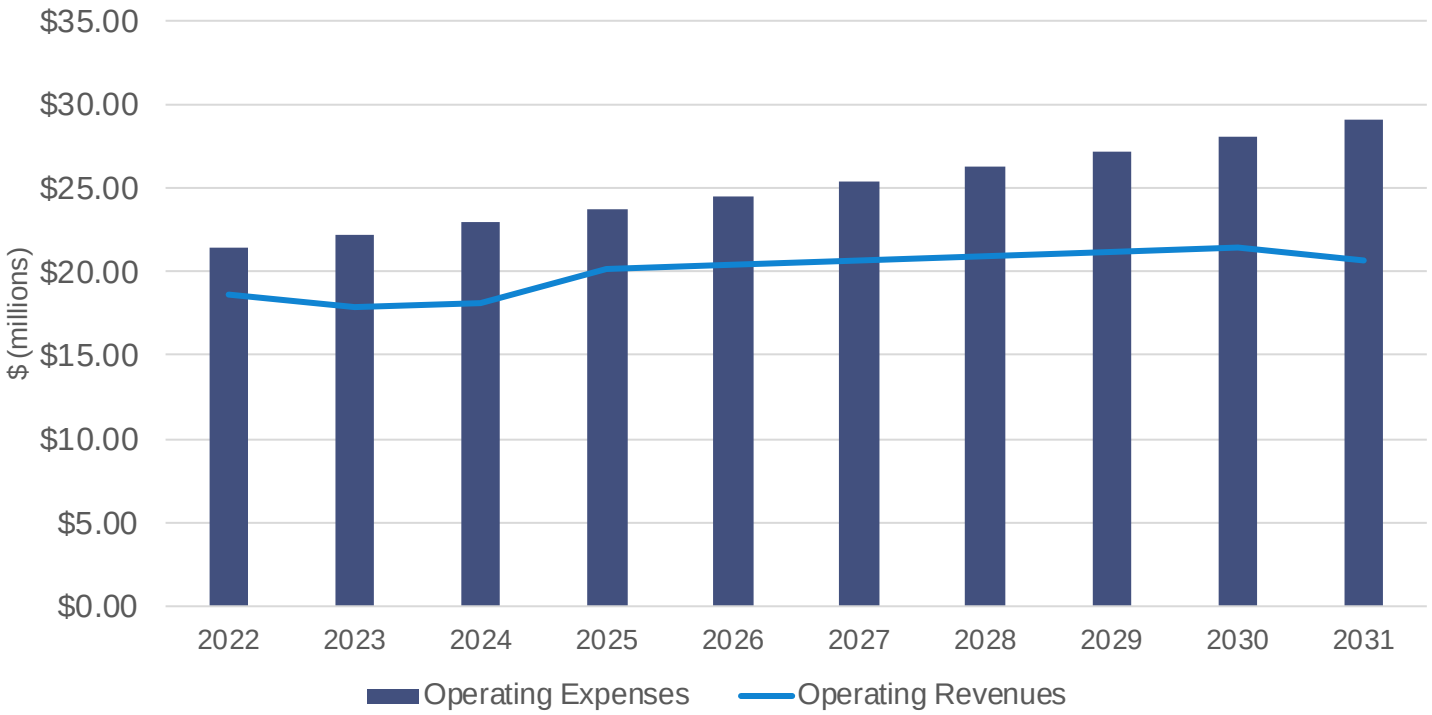
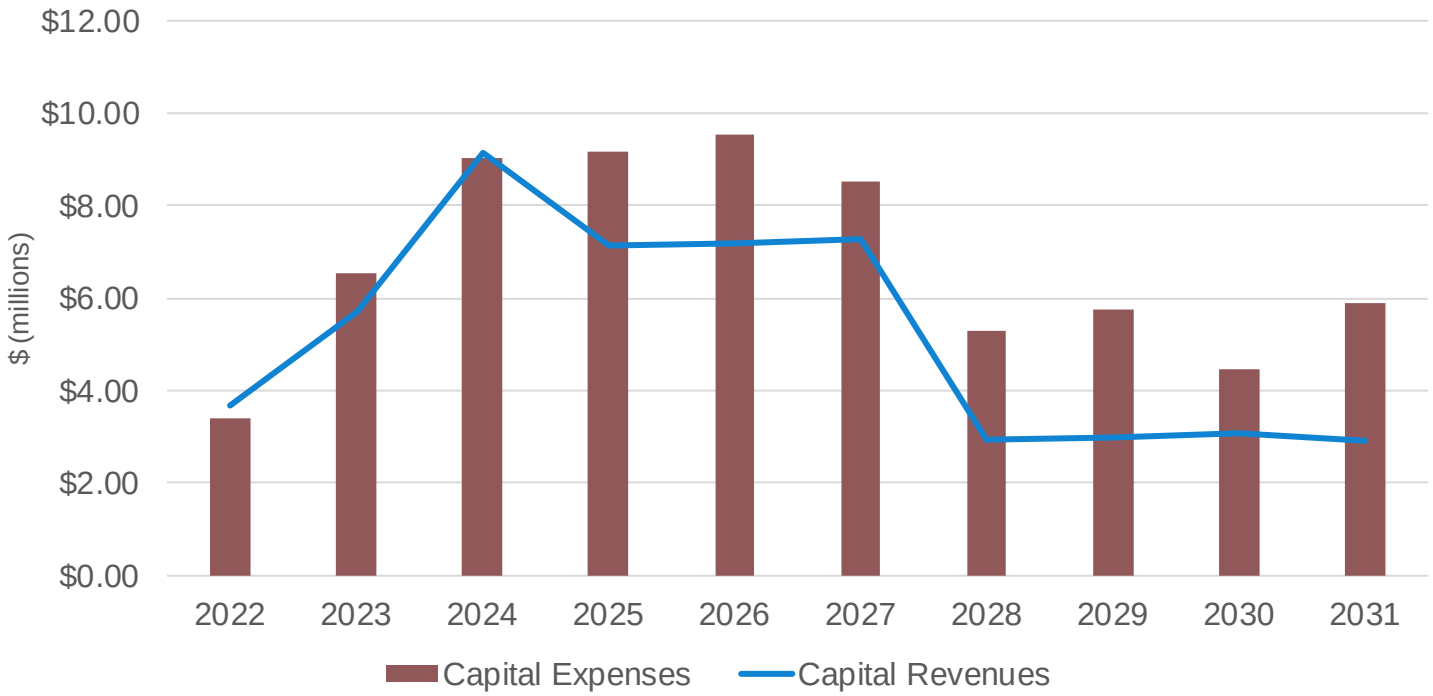


Figure 8-26 Aspirational Network Scenario: Capital Expenses and Revenues



BEYOND THE TDP

Provided in the three scenarios (e.g., Maintain Existing Network, Responsive Network, and Aspirational Network) were a combination of potential alternatives based on the level of resources assumed to be available in each scenario (low, medium, and high resource levels). Some of the alternatives explored in the alternatives evaluation (Chapter 7) were not included in any of the scenarios. These alternatives are not dismissed, but rather these alternatives are assumed to be needed beyond the TDP timeframe (i.e., after 2031).

The alternatives that were not included in any scenario were the dedicated transit lanes, a mobility hub near TCC, and other transfer centers. These alternatives were not considered for implementation during the 10-year planning horizon, but they should continue to be considered in the next TDP Major Update beyond 2031.

PERFORMANCE MONITORING

StarMetro has outlined a number of ways to monitor performance of transit service delivery. These are detailed in Chapter 4: Goals & Objectives, as well as in Appendix C: *StarMetro 2021-2026 Strategic Plan*. Performance will be monitored and reported through each Annual Progress Report (APR), as required as part of the TDP yearly update.

Think Transit
starmetro

Appendix A
Public Involvement Plan

Transit Development Plan, 2022-2031

Revisions Approved May 3, 2021
Approved February 9, 2021

NELSON NYGAARD
vhb
TOOLE DESIGN

Table of Contents

1 INTRODUCTION

Florida Administrative Code (FAC) Rule 14.73.001 outlines the requirement for transit grant program recipients to prepare a Transit Development Plan (TDP) every five years, with updates taking place annually. The development of a transit agency's TDP is required to include opportunities for public involvement, with specific efforts to notify and solicit feedback from the regional workforce board, the local Metropolitan Planning Organization (MPO), and the Florida Department of Transportation (FDOT).

The process, the tools, and the techniques to be implemented as part of the TDP are summarized in the Public Involvement Plan (PIP). The PIP serves as a document to guide the outreach efforts of the project team to gain input from the public and the agency's stakeholders. The collection of public input and stakeholder guidance is used to develop the agency's mission, goals, objectives, alternatives, and the 10-year implementation program.

The StarMetro 2021 Major Update combines the 2022-2031 TDP with a Comprehensive Operational Analysis (COA). Together, these efforts will craft a short-term action plan to strengthen existing transit services and a longer-term strategy for system development over a 10-year planning horizon. This PIP is designed to meet the needs of both projects, though there are not specific requirements for a COA to include a formal PIP.

The COVID-19 pandemic has reshaped the transportation landscape, but continuing work in the transportation and planning sector is critical. It is equally critical that inclusive, equitable, and diverse public outreach and engagement is a part of the development of the TDP and COA. Though public involvement efforts may primarily take place virtually, the project team seeks to engage stakeholders and members of the public in meaningful discussions, designing strategies that speak to distinct audiences, and facilitating a lively conversation. The public outreach efforts for the 2021 Major Update are guided by three main principles:

- Accessibility: make sure that documents, materials, and communication strategies meet the requirements of the American Disabilities Act (ADA) and Limited English Proficiency (LEP) requirements.
- Community reach: consider the level of traction and reach that materials will have, particularly to underrepresented groups.
- Ease of use: consider how universally understood a tool or approach will be; make sure the tools are intuitive and engaging.

In addition to these guiding principles, public outreach for StarMetro's 2021 Major Update will meet the following regulatory requirements:

- Title VI of the Federal Civil Rights Act of 1964, which mandates non-discrimination by race, color, or national origin in connection with programs and activities receiving Federal financial assistance.
- Executive Order (E.O.) 13166, requiring that a meaningful plan be developed and implemented to provide services to those with Limited English Proficiency (LEP)
- E.O. 12898 - Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which outlines that potential disproportionately high and adverse human health or environmental effects on minority or low-income populations be identified and addressed, and that these communities have access to public information and participation.
- Florida's Government-in-the-Sunshine law (F.S. 286.011) requires public access to governmental meetings at the state and local levels. Meetings of boards and commissions are to be open to the public, adequately noticed, and meeting minutes are to be open to public inspection.

The PIP will be available to the public and stakeholders so that a path for public participation is clear and evident. This PIP is consistent with the Capital Region Transportation Planning Agency's (CRTPA) 2018 Public Involvement Process Plan, which includes the following goals and objectives:

- Equity: Provide an equitable opportunity for participation in transportation decision-making.
- Information & Education: Inform and educate the public early, clearly, and continuously throughout the transportation decision-making process.
- Effective Methods of Public Engagement: Identify and utilize a variety of methods to inform and engage the public most effectively.
- Responsiveness: Carefully consider public input in transportation decision-making.

PUBLIC INVOLVEMENT OUTCOMES

The purpose of this Public Involvement Plan is to effectively collect input from the public in relation to StarMetro services. When additional information or questions are asked by a member of the public, the project team commits to providing a written response within a two-week time frame, inclusive of weekend days. Formal comments received from the various project team members, stakeholders, riders, and the public will be documented as an appendix in the final TDP.

2 PROJECT TEAM & STAKEHOLDERS

PROJECT TEAM

Upon initiation of the 2021 Major Update, the Project Team was identified. This includes several key staff from StarMetro, the City of Tallahassee, and the Capital Regional Transportation Planning Agency (CRTPA). These representatives will serve as the de facto Technical Review Team (TRT) to provide guidance to the consultant teams (see Table 1).

Monthly meetings are to be held with the Project Team to provide updates to the full group, highlighting completed tasks, work in progress, and decision points. The consultant team will meet twice a month, or as frequently as needed to move the project forward.

STAKEHOLDERS

StarMetro generated a list of stakeholders, who are anticipated to have varying levels of interest and engagement in the process. The project team will invite representatives from these organizations and groups to participate in interviews, focus groups, and community meetings. All stakeholders will be given the opportunity to review and provide comments on the development of the TDP. Advance notice of public meetings where the TDP will be discussed will also be provided to stakeholders.

This prioritized list of organizations and their contacts are included in Table 2. Stakeholder interviews will be scheduled during the initial phase of the project (January-February 2021), although stakeholders may be invited to participate in subsequent meetings and events associated with plan development. The project team will work with StarMetro regarding protocols associated with contacting stakeholders. See Appendix A for the stakeholder interview guide.

TRANSIT RIDERS

StarMetro riders are an important stakeholder group, with a wealth of information about what is working well and what needs improvement. During 2020, StarMetro's riders were impacted by service changes that were implemented to comply with social distancing guidance from the Centers for Disease Control (CDC). The outreach efforts for the 2021 Major Update are an opportunity to document the impacts of these changes, though a primary objective is to understand the effectiveness of transit service prior to the pandemic.

Table 1 Project Team Members

Organization	Name	Title	Email, Phone
Client Team			
StarMetro	Andrea Rosser	Transit Planning Manager	Andrea.Rosser@talgov.com 850-891-5196
StarMetro	Allie Fleming	Special Projects Transit Manager/ Communications	Allison.fleming@talgov.com 850-951-5205
StarMetro	Ronnie Shelly	Transit Planner	Ronnie.shelly@talgove.com 850-933-6995
Capital Regional Transportation Planning Agency (CRPTA)	Greg Slay	Executive Director	greg.slay@crtpa.org 850-891-8630
Consultant Team			
Nelson\Nygaard	Bethany Whitaker	Principal, Transit Sector Lead	bwhitaker@nelsonnygaard.com 857-305-8003
VHB	Laura Everitt	Transit & Rail Planning Manager	leveritt@VHB.com 813-327-5443
Toole Design Group	Andrea Ostrodka	National Transit Practice Lead	aostrodka@tooledesign.com 407-421-2432

Table 2 Key Stakeholder Groups and Contacts

Organization	Main Point of Contact
Group 1: Primary *(Interviews Required for TDP indicated with an asterisk)*	
CareerSource Capital Region*	Jim McShane, Patricia McCray
Florida Department of Transportation District Three*	Debbie "Toni" Prough
Capital Region Transportation Planning Agency (CRTPA)*	Greg Slay
Apalachee Regional Planning Council (ARPC)	Pat Maurer, Kwentin Eastberg
Group 2: Transit Advisory Committee (TAC) Members	
Chair	John Plescow
Physically Challenged Representative	Sila A. Miller
Zone Multimodal Transportation District (MMTD)	Cheryl Collier-Brown
Zone 4 NE Representative	Shanava Saintolien

Organization	Main Point of Contact
At-Large	Noreen C. Beattie
At-Large	Kevin L. Jones, Jr.
At-Large	Foriest McNeil
TAC Coordinators	Allie Fleming, Andie Rosser
Group 3: City of Tallahassee departments and other government entities	
Blueprint Intergovernmental Agency	Autumn Calder, Megan Doherty
Tallahassee-Leon County Planning Department	Artie White, Julie Christesen
Tallahassee-Leon County Office of Economic Vitality	Cristina Paredes
City of Tallahassee Sustainability Department	Adam Jacobs
Neighborhood Affairs (and homeowners associations)	John Baker, Robyn Wainner
Greater Frenchtown/Southside Community Redevelopment Area (CRA) representatives	Frenchtown/Southside Citizen's Advisory Committee (CAC)
Downtown Improvement Authority	Elizabeth Emmanuel
Group 4: Partners/Major Ridership	
Florida State University (FSU)	Richard Rind, Anitra Farmer
Florida A&M University (FAMU)	Allison McNealy
Tallahassee Community College (TCC)	Al Moran, Kimberly Moore
Leon County Schools	Chris Petley
Group 5: Human Services Agencies and Other Organizations	
Disability Rights	Barbara Page
Lighthouse of the Big Bend	Kimberly Galban-Countryman
Big Bend Continuum of Care	Amanda Wander
Elder Care Services	Ed Gines
Division of Blind Services	Wanda L. Stokley
Veterans Services (Leon County)	Ben Bradwell
NW Region Refugee Service	Theresa Leslie
Sustainable Tallahassee	Jim Davis

3 PUBLIC INVOLVEMENT ACTIVITIES

Stakeholders, riders, and all members of the public who represent Limited English Proficiency (LEP) populations (i.e., individuals who have limited ability to read, speak, write, or under English) will be encouraged and enabled to provide comments on the development of the plans, consistent with the City of Tallahassee's Title VI Nondiscrimination Policy and Plan (No. 1204, April 13, 2016), StarMetro Title VI Policy, and the CRTPA's Public Involvement Process Plan.

Several different tools and techniques will be implemented to gather input from the public for both the TDP and COA plans. These strategies and the proposed schedule are outlined in the following sections.

The project will be kicked-off virtually, followed by community meetings and workshops hosted online in the first few months of 2021. Current safety and health protocols due to COVID-19 require shifting the on-board survey to later in 2021 (the date is yet to be confirmed as of this draft, but it is expected this fall).

Public Involvement Schedule

The TDP must be presented to the City of Tallahassee Commission in June to meet the September 1, 2021 deadline for submission of the plan to FDOT. The public involvement schedule is organized to meet this summer deadline.

Pairing the development of the TDP and the COA allow for efficiencies when holding public meetings, as topics around both the strategic goals of the system and the specific line analyses and proposed changes can occur as one. Whenever possible, additional outreach to communities should be paired with existing events, or other public meetings. Specifically, community outreach in neighborhood associations in Tallahassee's South Side should be paired with outreach on the Southside Transit Center. Key milestones are shown in the community engagement schedule (see Figure 1) and listed in the following outline.

Figure 1 StarMetro COA-TDP Stakeholder and Community Engagement Schedule

	Jan	Feb-Mar	April-May	June	July-Aug	Sept	Oct
TDP	Stakeholder Interviews Webpage	Virtual Town Hall #1 CRTPA Presentation	Virtual Town Hall #2	Submit TDP to City Commission		Submit TDP to FDOT	
COA	Stakeholder Interviews Webpage	Design Your Own System Tool			Virtual Town Hall #3 Final Presentation	Stakeholder Workshop	On-Board Survey

January

- Stakeholder interviews
- Webpage launch

February-March

- Community Meeting #1 (two virtual sessions, scheduled for Wednesday, February 17, 2021)
- Online Survey/Design Your Own Transit System Tool
- Presentation (virtual) at CRPTA annual retreat (original January 19, 2021 meeting postponed; March 16, 2021)

April – May

- Community Meeting #2 (two virtual sessions, scheduled for Wednesday, April 14, 2021)

June

- Site visit*
- TDP presentation to Commission (June 16)

Online Survey

The team will develop and implement a web based "Design Your Own Transit System" tool to engage the public and stakeholders. This interactive survey adapts technical transit planning principles into a web-based planning model that allows users to design their own transit system by trading off different benefits and costs. The tool seeks to achieve the following:

- Educate the community about how transit works and the inherent trade-offs in service design in the context of "you can't have it all."
- Allow people to choose which service options they like best, and through their choices, understand their values and preferences associated with transit service design.
- Support analysis of priorities by demographic characteristics.

These insights help the project team set priorities by individual markets within the community.

The survey will be designed to work with both desktop and mobile devices. The "Design Your Own Transit System" survey activity will be posted online in early February to gather information on user goals and vision.

Focused Interviews

Given the requirements of the TDP planning process and the information desired for the COA, the project team identified a prioritized list of stakeholders for in-depth interviews. These include the following:

- Planning Agencies and Councils: Florida Department of Transportation (FDOT), Capital Region Transportation Planning Agency (CRPTA), and Apalachee Regional Planning Council (ARPC)
- Transit Advisory Committee (TAC) members
- Partners and Major Ridership Bases: FSU, FAMU, TCC, and Leon County Schools
- City of Tallahassee departments and other government entities (including Neighborhood Affairs and homeowners' associations)
- Human services agencies and other organizations, including hearing/visually impaired community and disability rights representatives, elder care services, Leon County's Veterans Affairs, and Sustainable Tallahassee

Community Meetings

The TDP and COA project team will hold up to three community meetings in support of the 2021 Major Update. The first community meeting will be held virtually. Formats for subsequent events will be determined based on information provided by public health departments. The City of Tallahassee will be responsible for distributing press releases to the media notifying the public of these meetings.

- Community Meeting #1: A virtual community meeting will be held to share findings and analysis following the initial data collection. The community meeting's goal will be primarily to educate the public on the project (what it is, what the team is trying to accomplish), and share initial findings (existing conditions and key concerns). Public participants will then be asked to provide input on their needs and perceived opportunities. The public will then be directed to the "Design Your Own Transit System" survey tool to gather input on personal preferences, demographics, etc. A morning and evening session of this first community meeting took place Wednesday February 17, 2021.
- Community Meeting #2: The second community meeting event will serve to present the initial plan and service-wide recommendations that the TDP will incorporate. The second community meeting is scheduled to take place in April 2021.
- Community Meeting #3: Present the final plan and recommendations that are more route-specific (which the COA will incorporate). This community engagement meeting could be paired with small group/drop-in sessions, presentations at other community events, or driver meetings. The final series of meetings will be held in October 2021.

Stakeholder Workshops

The project team is planning to hold two workshops (also referred to as design retreats) with a smaller group of stakeholders. Participants in the workshops will be determined jointly by StarMetro staff and the project team. The focus of this effort is the Comprehensive Operations Analysis project.

Stakeholder Workshop/Design Retreat #1

The first stakeholder workshop is scheduled for May 2021. This meeting will help the project team confirm stakeholders' vision for future transit services and ensure the planning effort guides investment towards this vision. The following topics will be a part of this conversation:

- **Who should transit serve?** The frequent answer is "everyone," but this is not possible for a variety of reasons. The first of these reasons is cost, as there is never enough funding to accomplish everything people want. The second is that while transit can be effective in many places, it cannot be effective in all environments.
- **If everyone cannot be served, then who should be served?** One of the major trade-offs involves targeting the service to specific markets. This discussion will focus on the question of providing service in the region's most densely developed areas as compared with areas with needs based on community demographic characteristics but lack the needed density. Other trade-offs include serving commuter versus non commuter markets, providing more service on weekdays or weekend days, and providing more frequent service or operating longer hours each day.
- **How transit-oriented will Tallahassee become?** One of the key outcomes of this project will be to evaluate community plans to understand their plans for supporting transit service.

The project team will guide the conversation towards a shared vision of transit service priorities and values, including recommendations for the following areas:

- **Service Options:** How does StarMetro best deploy resources to meet ridership and mobility goals?
- **Service Design Guidelines:** What kind of routes should be operated and how do they look?
- **Service Standards:** What are realistic expectations for performance and how should service be measured? What defines success for different route types?

Confirming these values will shape subsequent recommendations and investment decisions.

Stakeholder Workshop/Design Retreat #2

A second workshop will be held in the Fall 2021 after the technical analysis for the COA is complete, while the project team is developing service alternatives. Time with the

stakeholders will be used to talk through the application of the transit vision and priorities to the practical aspects of providing transit service. The project team will share up to three alternatives (or scenarios) for how bus services could be organized around the region's values. The goal with this workshop will be to refine and confirm the alternatives before they are presented to a broader audience.

The project team will staff the workshop and provide detailed information about each scenario, including an overview of the scenarios (e.g., maps, costs, and other statistics), the critical advantages associated with the changes, and potential disadvantages. Participants will have opportunities to ask questions, offer suggestions, and refine the proposed alternatives.

On-Board Surveys

On-board surveys administered to StarMetro riders were originally scheduled for late March or early April, but ultimately had to be postponed until Fall 2021 due to health concerns. Surveyors will be positioned on StarMetro vehicles during peak and off-peak hours. Surveyors will use tablets to administer surveys and passenger counts. Data will focus on trip origins and destinations, travel patterns, rider satisfaction, and rider demographics. On-board surveys will be conducted over the course of one week.

The planned schedule is designed to ensure data is collected when universities are in session and ridership peaks. Performing an on-board survey before local COVID-19 case numbers are managed would not provide a representative sample of the normal population that uses transit in Tallahassee.

Pop-Up Events

In addition to holding virtual community meetings, the project team will hold a series of pop-up events that allow the project team to participate in community events where people are already congregating. The project team will work with StarMetro and City of Tallahassee staff to identify scheduled community events (i.e., transit transfer locations, farmers markets, FSU athletic events, community meetings, etc.) where people congregate.

The project team will set up tables for people to learn about the study, ask questions, and share feedback. Comment cards will be made available for collection of miscellaneous comments; all comment forms will be recorded and included in the final TDP. The project team will schedule a series of events after the second stakeholder workshop and scenarios are finalized, currently scheduled for October 2021, pending public health advisories.

Presentations at Commissioner Meetings

Under FAC Rule 14.73.001, the City of Tallahassee Commission must approve the TDP prior to submission to FDOT. The project team will provide a presentation to the City

Commission in time for review and approval of the TDP to meet the September 1, 2021 deadline.

PROJECT WEBSITE AND SOCIAL MEDIA OUTLETS

Website Domain & Hosting

Project websites are a low-cost and effective way to present project information and work products. They often reach far more of the public than more traditional methods. The consultant team will work with StarMetro staff to develop timely, user-friendly, targeted content throughout the project that can be placed on StarMetro's website and social media channels in support of the PIP. The consultant team will provide the following content for the website and for social media:

- A description of the project with illustrations and graphics
- Project progress and deliverables
- Ongoing project activities, such as meeting announcements and presentations
- Maps and visualization tools to support project concepts and encourage feedback
- Contact information for people to submit comments
- Copy for social media

The project webpage will go live in tandem with the start of stakeholder interviews.

Social Media

StarMetro communications team will manage social media notices and updates on the project. The project team will provide the necessary language and graphics for these social media posts to City staff, who will lead the effort to post on official StarMetro social media accounts. The official StarMetro social media accounts include the following:

- Facebook - www.facebook.com/RideStarMetro/
- Twitter - twitter.com/ridestarmetro

When appropriate, the posts will be cross posted on the other official City of Tallahassee social media accounts. The full list of City of Tallahassee social media accounts is available at www.talgov.com/cotnews/socialmedia.aspx.

4 PROJECT BRANDING

The project team created a project "brand" so materials supporting the 2021 Major Update will be consistent and easily recognizable throughout the planning process. StarMetro provided the project team with their existing branding kit; the project team used these guidelines to create a project brand, consisting of a project logo, color palette, and fonts.

The final logo is presented in Figure 2. The color palette (see Figure 3) presents a slight modification from the standard blues and reds of the StarMetro logo.

Figure 2 Final Logo: Think Transit

Figure 3 Proposed StarMetro COA-TDP Style Guide

APPENDIX A: STAKEHOLDER INTERVIEW GUIDE

INTRODUCTION

The stakeholders of a public transit agency can provide valuable insight on the strengths and weaknesses of the system. Seeking to collect and understand this input is an essential step in any planning process. StarMetro's stakeholders can help project staff better understand the answers to the following questions:

- Who are StarMetro's current and potential customers?
- Where do StarMetro's current and potential customers wish to travel?
- How is the StarMetro system performing today?
- How can StarMetro's service be improved?
- What technological improvements does StarMetro need?

As part of StarMetro's 2021 Major Update, stakeholder interviews will be an important part of the Public Involvement Plan (PIP). This document provides an outline for the structure of these interviews, with a series of specific questions to provide guidance to the interviewers.

Why Is StarMetro Interviewing Stakeholders?

This series of stakeholder interviews will inform two complementary efforts.

The initial effort is a major update to StarMetro's TDP, which will outline a plan for the delivery of StarMetro services over the next ten years and will serve as a foundation for funding requests for the next decade. TDPs feed directly into the region's planning processes and are required to receive state and federal funding.

Also, the agency is embarking on a Comprehensive Operations Analysis (COA). The COA looks to achieve the following:

- Improve StarMetro service within available resources.
- Use existing resources more effectively.
- Improve service for existing riders.
- Reconfigure service to better match current demand.
- Attract new riders.
- Reflect public and stakeholder priorities.
- Increase public support for transit.

QUESTIONS & INTERVIEW OUTLINE

The following questions are provided to guide interviews with StarMetro's stakeholders. The interviewer should take care to frame these questions with appropriate context to incite feedback that is not wholly centered on the impacts from COVID-19.

Stakeholder Register	
Name	
Title	
Organization	
Phone	
Email	
Date of Interview	
Other Organizations in Same Meeting	

Interview Questions (General)
1. Describe your organization's (or your constituents') involvement with StarMetro, as well as any personal experience you have had with StarMetro.
2. What is your organization's overall view or perception of current StarMetro services and facilities?
3. What StarMetro existing services do you consider to be *most effective*? What do you *like best* about existing StarMetro service? *The emphasis here should be on pre-pandemic times, but we are interested in hearing your thoughts on StarMetro services during COVID/2020, too.*
4. What StarMetro services do you consider to be *least effective*? What existing StarMetro service would you change? *The emphasis again should be on pre-pandemic times, but we are interested in hearing your thoughts on StarMetro services during COVID/2020, too.*
5. What StarMetro services do you believe have the greatest potential to be more effective in the future, and why?
6. What do you consider to be the top three transit-related issues or challenges for StarMetro?
7. What do you consider to be the top three transit-related/transportation-related issues or challenges for *your organization (or constituents)*?
8. Are there particular locations where you believe transit needs to be improved or expanded? Where and why? Who would be the primary beneficiaries or users of this service?

Interview Questions (General)
9. When reconfiguring transit services as part of future planning, what major factors should be considered (i.e., cost-effectiveness, ridership increases, basic level of service, social equity)?
10. Do you think that there are financial barriers to riding StarMetro? Is the fare structure reasonable for existing and prospective riders?
11. Passengers can pay their fare with exact change on-board or purchase a digital bus pass on their smartphone using the Token Transit app. Are these sufficient options for fare payment, or is there a need for other technologies?
12. *Potentially add targeted questions regarding CK Steele Plaza redevelopment*

QUESTIONS FOR TARGETED STAKEHOLDERS

There are specific requirements for public involvement efforts for the TDP. The regional workforce board, the Metropolitan Planning Organization (MPO), and the Florida Department of Transportation (FDOT) must have the opportunity to review and provide comments during the development of various elements of the TDP.

The local iterations of these agencies in StarMetro's area are CareerSource Capital Region (regional workforce board), the Capital Region Transportation Planning Agency (the area's MPO), and the District Three Modal Development office of FDOT. The following section includes a series of questions specific to these stakeholders.

Capital Region Transportation Planning Agency (CRTPA)

- What are the major issues that the CRTPA has been working to address? Does public transit factor into the conversation?
- What is the status of efforts to implement recommendations from the 2010 CRTPA Regional Transit Study?
- How is regional travel influencing transportation policy? (Background: Highest number of regional commuter trips originate in Gadsden and Wakulla counties, along with Monticello-to-Tallahassee trips, per the 2015 TDP). Does the CRTPA Board see public transit as part of the solution for these regional trips?
- Are there any local land use policies that have successfully delivered "transit friendly" neighborhoods or places? What role can new development play in creating a transit supportive environment?
- Does the CRTPA Board have the philosophy that transit should be "run like a business," or is there a common understanding of the proportion of farebox revenue, grants, and other revenue that go into supporting the system?
- Prior to COVID, there were national headlines about transit agencies going "fare free" (e.g., Kansas City, MO). Did those headlines prompt local conversations

about StarMetro's fare structure? Notably, StarMetro *did not cancel fares* during COVID, when many agencies elsewhere did.

- Who has *not* been at the table when it comes to the discussion of transit priorities and plans? Why?
- In StarMetro's previous TDP and the annual updates, there is some mention of eliminating duplication of service. Where was service being duplicated? Why was there the duplication of service?
- Are there recent (last five years) or upcoming studies/projects that should be reviewed due to their potential relation to StarMetro and mobility options within the Capital region?
- Do you ever ride StarMetro? Why or why not?

Florida Department of Transportation (FDOT) District Three

- Which StarMetro efforts/projects is FDOT District Three most proud of?
- What expectations does the FDOT District Three Executive Management team have of transit projects? If there are expectations, is it clear to them the role that FDOT plays in funding and supporting these projects?
- What funding opportunities has StarMetro missed out on or is not currently taking advantage of?
- What efforts have been made to integrate Transit (or considerations of/for Transit) into other FDOT projects and initiatives?
- What role does FDOT's Commuter Assistance Program (CAP) play in promoting StarMetro? Are there specific partnerships in place that are in line with StarMetro's current goals and objectives?
- What community needs are not being met by StarMetro?
- Do you ever ride StarMetro? Why or why not?

CareerSource Capital Region

- What is your perception of transit's role in community and for businesses?
- How much awareness and support for public transit is there among employers?
- Have any companies ever asked about access to StarMetro bus passes at a reduced/subsidized price?
- Is the relative lack of public transit an issue for local employers' recruitment and retention efforts? Is there discussion of how public transit could help Tallahassee-area businesses tap into residents who live in more affordable homes further away from the Capital?

- Do you anticipate that the phased increase to the minimum wage will change the demand for public transit as current riders eventually have more discretionary income?
- What CareerSource Capital Region goals could be supported through a stronger partnership with StarMetro?
- What employer needs are not being met by StarMetro?
- What improvements are needed to attract more riders?
- Do you ever ride StarMetro? Why or why not?