# GRANT APPLICATION CHECKLIST

<table>
<thead>
<tr>
<th>Grant Application Requirement</th>
<th>Completed? (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project type (1) has been selected.</td>
<td>YES</td>
</tr>
<tr>
<td>Color project maps (if applicable) are included illustrating clearly the proposed project location, existing/proposed service routes and are appropriately labeled.</td>
<td>YES</td>
</tr>
<tr>
<td>A signed and dated Funding Commitment document is included.</td>
<td>YES</td>
</tr>
<tr>
<td>Project Schedule is provided in both narrative and table formats.</td>
<td>YES</td>
</tr>
<tr>
<td>Supporting documentation (Letters of support, ridership documentation, and other supporting documentation) has been included to establish project need.</td>
<td>YES</td>
</tr>
<tr>
<td>Coordination with the adjacent transit providers in the service area has occurred to ensure no duplication of efforts or grant project submissions.</td>
<td>YES</td>
</tr>
<tr>
<td>The Grant Application Project Cost table section has been itemized and completed.</td>
<td>YES</td>
</tr>
<tr>
<td>Grant application submitted meets all stated Service Development Grant criteria.</td>
<td>YES</td>
</tr>
</tbody>
</table>
Service Development Grant Summary – UniversityCity Transit Services 2016/2017

UniversityCity Transportation and Management Association of Sweetwater, Inc.

Mayor Orlando Lopez
President and Director, UniversityCity Transportation and Management Association of Sweetwater, Inc., City Hall, 500 S.W. 109 Ave., Sweetwater, Florida 33174, 305 221-0411

Vice Mayor Jose M. Diaz
Vice President and Director, UniversityCity Transportation and Management Association of Sweetwater, Inc., City Hall, 500 S.W. 109 Ave., Sweetwater, Florida 33174, 305 221-0411

Thomas F. Gustafson
Secretary/Treasurer and Director, UniversityCity Transportation and Management Association of Sweetwater, Inc., 11200 SW 8th Street, PC-523, Miami, Florida 33199, Email: tgustfs@fiu.edu, Office: 305 348-4748; Cell: 954 661-7848

1. Introduction

In May 2015, the City of Sweetwater (Sweetwater), in coordination with Florida International University (FIU), established the UniversityCity Transportation and Management Association of Sweetwater, Inc. (UTMA@Sweetwater) to bundle FIU’s and Sweetwater’s transit services and thus improve their effectiveness and efficiency. For some time, Sweetwater and FIU operated separate community transit services: the Sweetwater Trolley Service (see section 3, map 2, and section 7) and the FIU CATS Shuttle (see section 3, map 3). Also see [8] and [9]. With support from Florida Department of Transportation (FDOT) we want to develop an innovative transit service in the UniversityCity area (FIU’s Modesto A. Maidique Campus and Sweetwater) comprised of four conventional community transit routes, enhanced by demand-responsive components.

This UniversityCity Transit Service (UTS) would utilize a fleet of ten public transit vehicles, rebuilt, repaired and enhanced with funds made available through the TIGER Award Agreement (see [10]) and the FY2015 FDOT Service Development Grant (see [1]). Work on these vehicles will be completed by June 2016, when they will put to use for UTS in Sweetwater and at FIU. This grant request would increase frequency and therefore use of the Informed Traveler Program and Applications (ITPA)-enabled
smart community transit and thus seek to improve operating conditions and use by UTMA@Sweetwater customer.

The proposed service will integrate with an advanced software system for traveler information and guidance identified as the ITPA (ITPA, see [2]) which, as part of the UniversityCity Prosperity Project, is funded by FIU’s TIGER 2013 grant (see [3] and [4]).

As in many other areas of suburban America, the average density in some parts of the UniversityCity area, particularly in eastern and western Sweetwater (ca. 8.0 units/ac), is too low to efficiently conduct classic fixed route public transit. As an insufficient percentage of residents live near bus stops, a fixed route service will either have to manage with a low number of potential customers (and thus a low average service availability) or has to implement long and winding line routes (low utilized capacity, convenience and economy). Therefore, part of the community transit service will be routed and/or scheduled dynamically, based on current and predicted demand. This highly innovative and responsive system will be not only significantly improve public transit use in the UniversityCity area, but when shown to be successfully providing feeder bus passengers to express buses in an urbanized passenger-oriented community so as to reduce or eliminate operating subsidies, it will serve as a blueprint for successful improvements of public transit in other cities.

The UniversityCity Prosperity Project consists of pedestrian-oriented transit access infrastructure improvements, an advanced software system for traveler information and guidance, referred to as ITPA and community transit service development enhancements. It was awarded a FY2013 US DOT TIGER Discretionary Grant (see [3]) to address transportation mobility and safety problems facing Miami-Dade County and the Southeast Florida Region. In addition, a FY2015 FDOT Service Development Capital Grant provided additional funding to rebuild, repair, and enhance a fleet of nine community transit vehicles and to purchase one new 10-passenger vehicle.

The requested FDOT funding is 100% matched by local funds: Sweetwater will contribute 80% ($400,000) and FIU will contribute 20% ($100,000). These funds will be granted to the UniversityCity Transportation and Management Association of Sweetwater, Inc. (UTMA), which will operate the UTS starting in the first six months of FY2016.

The proposed measures are compliant with the Sweetwater’s Comprehensive Plan (see [4]), which commits Sweetwater to promote development providing “multi-modal transportation connectivity” (pg. 22, objective 7), and to promote “alternate transportation modes, including mass transit” (pg. 22, policy 7.1); and FIU’s Campus Master Plan 2010-2020 (see [5]), which commits FIU to “develop, operate, and maintain a safe and efficient multi-modal circulation system” (pg. 11-1, goal 1.1), to “encourage the use of local connector public transportation” (pg. 11-6, policy 3.1.2.1) and to “coordinate with Miami-Dade Transit and local/host communities” (pg. 11-1, objective 1.1.1).

2. Proposed Service Development

UniversityCity Enhanced Community Transit

The proposed UTS will replace the current community transit services of FIU and Sweetwater (FIU CATS Shuttle and Sweetwater Trolley service) and will consist of four elements (see maps 4 and 5), integrated with the ITPA way-finding and passenger information system (for details see [2]):

- The Central Route will be served by one vehicle and will connect the newly developed Sweetwater Main Street and the Brothers to the Rescue Memorial Plaza and then to FIU
Maidique Campus (MC) and the Advanced Intermodal and Multimodal Station (AIMS); the corridor would comprise the core UniversityCity area. This route would also link with FIU Engineering Center (EC), Sweetwater Elementary School and Senior Center, and other trip generators.

- The **Northern Route** will be served by one vehicle and will connect the core UniversityCity area to the Li’l Abner Mobile Park, as well as the commercial properties north of SR 836, especially Miami International Mall, Dolphin Mall, and other noted destinations (e.g., Courtyard Miami at Dolphin Mall, IKEA, Keiser University, University of Phoenix Miami Learning Center, Gold Coast Schools, La Covacha, and Miami Free Zone).

- The **Southern Route** will be serviced by two vehicles and will connect the body of MC with the core UniversityCity area and FIU Engineering Center. This will develop a new transit service for FIU students to conveniently get around on campus, travel between MC and FIU Engineering Center, and get to the dormitories for 5,000 students or more which will be developed in Sweetwater along SW 109th St.

- Even with these three routes in place, major areas, especially in eastern and western Sweetwater, do not have convenient access to public transit. UTMA will therefore establish a **Demand-Responsive Transit Base Route** (served by one vehicle), connecting northern, eastern, and western Sweetwater to the UniversityCity core area. In default, this service follows a fixed route, but can deviate from it in response to transit requests collected through ITPA. Users can request transit via the ITPA smart-phone app, a tablet, or their PC by establishing start and destination locations and a desired travel time. In early applications calls to the operations center will be permitted. A central algorithm then negotiates with them on transit conditions and exact timing, and thus, in the course of an interactive process, computes a mathematically optimal route for the vehicle to follow. This method is comparable to demand-responsive services which are established e.g. in Helsinki, Finland (see [7]). However, in retaining a default base line, the service keeps a fallback in case the algorithm does not accomplish an acceptable level of user satisfaction and/or efficiency.

In combination, the described services establish a high frequency transit corridor in the UniversityCity core region of Main Street and the Brothers to the Rescue Memorial Plaza and AIMS, thus facilitating a pedestrian-friendly corridor from SW 4th St in the north to University Drive/SW10th Street in the south. This highly innovative responsive system will be not only significantly improve public transit in the UniversityCity area, but when shown to be successfully providing feeder bus passengers to express buses in an urbanized pedestrian-oriented community so as to reduce or eliminate operating subsidies, it will serve as a blueprint for successful improvements of public transit in other cities.

A proposed later extension of the UTMA services (see map 6) will establish a higher frequency northern Malls/Express Route, which will connect the University City core area to Miami International Mall and Dolphin Mall north of SR-836, as well as an express link from AIMS to the planned MDT Dolphin Park-and-Ride Station west of the Homestead Expressway of the Florida’s Turnpike (HEFT) at NW 12st Street and NW 122 Avenue.

Once the described services prove viable, UTMA will approach MDT to negotiate a number of route adjustments for its MDT 212 Sweetwater Circulator (see maps 4 and 5): the route might be extended to the east to include the new commercial developments along West Flagler Street, especially the
Target/Publix shops at 100th Ave and Walmart shopping area at 92nd Ave; as well as a later extension to the south to include UniversityCity Main Street and Memorial Plaza and AIMS.

All UTMA@Sweetwater vehicles will be equipped with ITPA technology, including a cellular connection to the ITPA server for real-time and predictive updates on traffic conditions and estimated numbers of waiting passengers at participating bus stops, a GPS transceiver for real-time location updates, a touch screen device for driver interaction, cameras and pattern recognition software to estimate the number of passengers in real-time, and a passenger information screen. The vehicles will thus be the transit component of a very innovative traffic management system currently developed at FIU’s High-Performance Database Research Center (HPDRC).

In addition to the described measures, FIU also plans to equip FIU’s inter-campus Golden Panther Express service with ITPA technology. This express service might be used to establish a further connection of AIMS and the UniversityCity area to: Miami Intermodal Center (MIC) and local, regional and national destinations via Amtrak, Tri-Rail, Metrorail and Metrobus; and to Miami International Airport (MIA) and state, national and global destination via commercial jet aircraft.

UTS will exhibit several Bus Rapid Transit elements: The UTMA@Sweetwater smart community transit service with smart parking will provide a feeder bus service to the express bus services of the Golden Panther, Express and 836 Express, and other express bus services over time. The community transit frequency is expected to be 10 minutes or so to provide access to express bus stops and stations. Managed lanes on the HEFT and Dolphin Expressway will in time provide better travel times for any express bus service provided. The 2013 TIGER/UniversityCity proposal assumed an AIMS built over time at Parking Garage 6 and the current TIGER Award Agreement makes improvements for a Golden Panther Express stop east of Parking Garage 5. As the MDT proposed 836 Express plans are developed, further improvement will be designed and built at Parking Garage 6 including, roadway access from US 41, elevated platforms within and outside Parking Garage 6, and additional landscaped and covered areas outward from and north of Parking Garage 6. Parking Garage 6 has already built out centralized air-conditioned area adjacent to where the 836 Express buses will unload that in time will serve as a transit waiting area. UTS vehicles will be ITPA-enabled smart community transit where customers, drivers and the operations center via ITPA communications and analysis better understand how to optimize each trip. Charging stations, Wi-Fi, and more comfortable seating will be part of each vehicle’s enhancement and when new vehicles are purchased, lower floor and electric models will be preferred.

**Informed Traveler Program and Applications**

ITPA is an advanced traffic management and customer-oriented navigation software system currently developed at FIU’s High-Performance Database Research Center (HPDRC) which will provide customized real-time and predictive information about multimodal and intermodal traffic in the UniversityCity region to customers, recommend trip segment choices that optimize travel, and make available innovative decision support for transportation providers. By dispersing travelers by time of trips, modes taken and spatially to non-obvious routes, ITPA is able to electronically provide for large scale transportation demand management.

The ITPA software will initially address individual (motorized and un-motorized) traffic, public transit, and parking management. It will enable individual users to make optimum route and mode choices, and
also enable service providers to manage individual traffic, transit and parking more effectively. ITPA is therefore aiming to provide best possible solutions both from a local and global point of view, rising both efficiency and effectiveness of individual traffic, public transit and parking, and will thus yield a significant economic benefit derived from very efficient travel decisions and large-scale transportation demand management as applied to the UniversityCity.

ITPA Phase 1 is the first installment of ITPA, funded by the 2013 TIGER Discretionary Grant. A substantial portion of ITPA Phase 1 efforts will focus on providing parking availability information and management support, as well as transit information and management support. By the beginning of FY2016, ITPA will display to individual users' smart-phones, to service providers' operations centers, and to dynamic message signs at bus stops and parking garages various customized views of the:

1. estimated real-time and predicted future parking occupancy in UniversityCity's parking garages and parking lots; and
2. real-time transit vehicle locations, routes, and estimated times of arrival at UniversityCity’s bus stops.

It will also be able to broadcast event and other information from service providers to smartphone users and available dynamic message signs at bus stops and parking garages. One of its most innovative features will be the option for some of the community transit vehicles to deviate from their schedule to fulfill transit requests from its users. For this, transit requests entered via the smart-phone app will be collected; optimized routes and schedules will be calculated and provided to the respective vehicles. The system will also enable service providers to dynamically reroute the community transit buses for loosely scheduled express trips which are envisioned to connect UniversityCity to the Miami Intermodal Center (MIC) or Metrorail’s Palmetto Station so as to maximize ridership and avoid congestion-based trip delays. Another innovative feature is the estimation of real-time and future parking availability based on crowdsourced and historic data acquired from sensors; we will also examine how this innovation might be applied community transit.

ITPA Phase 1 will serve as a platform to develop and lay a foundation for additional functions in future phases, such as navigation to available parking, extended dynamic transit routing based on real-time user demand, and more overall decision support with redundancies for transit and parking management and operations, decrease of cost of operation of transit, increase passenger convenience and satisfaction, increase percentage of commuters option for transit vs private vehicles, indirectly decrease congestion and cost of operation of the road system. To that effect, development during Phase 1 will have an immediate deliverable as specified herein and will also produce software modules beneficial to later phases.

**Funding**

The requested funding is 100% matched by local funds (see section 4). For FY2016, Sweetwater will contribute $400,000, FIU will contribute $100,000. These funds will be granted to and administrated by the UTMA@Sweetwater, which will operate the UTS services starting in the first half of FY2016 pursuant to the attached UTMA@Sweetwater Articles of Incorporation and Bylaws.

There is a value that could be calculated arising from the grant of vehicles by FIU, Sweetwater, or others when and if they are donated to UTMA@Sweetwater after the vehicles are rebuilt, repaired, and
enhanced in FY2015-2016 as well as the use of ITPA until UTMA@Sweetwater can generate revenue from ITPA-enabled smart community transit and parking system. Due to the speculative value of such contributions to UTMA@Sweetwater, it is not quantified herein, although it may represent addition match funds above the minimum 50/50 match requirement in FY2016-2017.

Another part of the described project is a set of seven intelligent bus stations at FIU locations (more when looking at the Sweetwater and other destinations), which may be installed in the course of the three year period starting with FY2017, and they will be equipped with touch screen computers running ITPA. In addition to the research programs and improvements originating from using ITPA, these stations will also be test beds for numerous other innovations, e.g. solar power converters and air conditioning techniques. The bus stations will also offer shelter, refreshments, Wi-Fi connections, charging stations, and other amenities. The stations might be built and operated at the following positions at MC (see map 4): station #1 next to the southwest corner of FIU Parking Garage 6; station #2 between Panther Garage, FIU Arena, and College of Law; station #3 next to Parkview Hall, station #4 south of the Blue Garage and adjacent the Frost Museum and Wertheim Performing Arts Center; station #5 next to Graham Center parking; and station #6 next to the southeast corner of FIU Parking Garage 5 as an additional feature to the planned TIGER/UniversityCity funded Golden Panther Express stop at that location.

Success criteria
It is well acknowledged that in order to improve and manage a service, one has first to be able to measure its performance. This is especially true when developing a highly innovative advanced system like the UTS.

As we provide a substantially higher service quality by establishing a more available, convenient and economical public transit system, our main success criteria are increase of ridership and decrease of subsidiaries. The increase of ridership will be indicated by the total number of passengers, the average number of passengers per vehicle, and the average number of passengers per trip. Combined with geolocated data from bus trackers, these will yield reports over time of day, days of the week and geographical areas. As quality of service increases, so will costs, and thus the need for subsidiaries unless new revenues are found. That increase in costs, however, should be in concept balanced by a rise of ridership. It is thus our goal to reduce the subsidiary per passenger over time by improving informed and pedestrian-oriented transit access and the frequency and quality of services provided.

The measurements will start before July 1, 2016, the deployment date of regular service, to establish a base line. After the deployment, there will be constant real-time reports on ridership, brief monthly reports on the decrease of subsidiaries and more detailed quarterly reports.
3. Maps

Current Routes

Map 1 - MDT and FIU Golden Panther Express
Map 3 - FIU CATS
University City Enhanced Community Transit System

Map 4 – University City Enhanced Community Transit System, overview
Map 5 - UniversityCity Enhanced Community Transit System, details
Map 6 - UniversityCity Enhanced Community Transit System, proposed Malls/Express Route
4. Funding and Project Cost Table

Funding table

<table>
<thead>
<tr>
<th>Funding institution</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Sweetwater (80% match)</td>
<td>$400,000.00</td>
</tr>
<tr>
<td>Florida International University (20% match)</td>
<td>$100,000.00</td>
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<tr>
<td>FDOT Service Development Grant (requested)</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>UTMA of Sweetwater, Inc. (non-match earned funds, estimated)</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$1,075,000.00</td>
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</table>

Project cost table for FY 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>UTMA/SW</th>
<th>FIU match</th>
<th>SW match</th>
<th>FDOT grant</th>
<th>Total</th>
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<tr>
<td>Operations of Southern Line (1)</td>
<td>$ 85,000</td>
<td>$ 205,000</td>
<td>$ 145,000</td>
<td>$ 290,000</td>
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<td>Operations of Central Line (1)</td>
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<td>$ 60,000</td>
<td>$ 145,000</td>
<td>$ 210,000</td>
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<td>Operations of Northern Line (1)</td>
<td>$ 85,000</td>
<td>$ 60,000</td>
<td>$ 145,000</td>
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<td>Operations of Demand-Responsive Transit Base Line (1)</td>
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<td>$ 145,000</td>
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<td>Vehicle maintenance (2)</td>
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<td>$ 9,000</td>
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<td>$ 9,000</td>
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<td>UTMA of Sweetwater Management and Board of Directors (3)</td>
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<td>$ 15,000</td>
<td>$ 125,000</td>
<td>$ 190,000</td>
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<td>ITPA (4)</td>
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<td>$ 76,000</td>
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<td>$ 76,000</td>
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<tr>
<td>Transit and/or parking services associated with special interest events or other fee earning services (5)</td>
<td>$ 75,000</td>
<td></td>
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<td>$ 75,000</td>
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<tr>
<td>Total of required funds</td>
<td>$ 75,000</td>
<td>$ 100,000</td>
<td>$ 400,000</td>
<td>$ 1,075,000</td>
<td></td>
</tr>
</tbody>
</table>

(1) Gas, oil, drivers, with any vendor contracts
(2) Minimum maintenance due to recently completed major maintenance refurbishing under 2013 TIGER award agreement and 2014 FDOT SDG
(3) Assume president, vice president, part time secretary/treasurer, and students hired to monitor the operations center
(4) Intelligent Traveler Program and Applications (ITPA) services (i.e., training, operational oversight, trouble shooting, and providing a repair or enhancement to software when needed)
(5) Funds expected to be raised through UTMA@Sweetwater through transit and parking event services contracts and other fee earning services when vehicles not needed for transit services.
5. Project Schedule

The FY2015 FDOT Service Development Grant supported rebuild, repair and enhancement of the UniversityCity Transportation Association’s fleet of community transit vehicles will be concluded by June 30, 2016. The UniversityCity Enhanced Community Transit System will commence operation on July 1, 2016, the first day of FY2016.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Time Period</th>
<th>Task</th>
</tr>
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</table>
Rebuild, repair and enhancement of public transit vehicles  
Equipping of public transit vehicles with ITPA technology |
| Administrative Organization | July 1, 2016 – July 1, 2016 | Appointment of UTMA@Sweetwater Board and hiring of offices and staff; Transit Development Plan formation; and, contracting with Sweetwater and FIU to assume responsibility for UTMA@Sweetwater transit operations |
| Operations          | July 1, 2016 – June 30, 2017 | First year of UTS operations by UTMA@Sweetwater                                                      |
|                      | July 1, 2017 – June 30, 2018 | Second year of UTS operations by UTMA@Sweetwater                                                   |
|                      | July 1, 2018 – June 30, 2019 | Third year of UTS operations by UTMA@Sweetwater                                                  |
June 1, 2015

Mr. Gus Pego  
District Secretary  
Florida Department of Transportation District Six  
1000 NW 111 Avenue  
Miami, Florida 33172

RE: FDOT Service Development Grant—2016-17  
UniversityCity Transportation and Management Association of Sweetwater, Inc.

Dear Mr. Pego:

Florida International University supports the 2016-17 Service Development Grant proposal for $500,000 submitted by the UniversityCity Transportation and Management Association of Sweetwater, Inc. (Association). The requested funds within the proposal reflect an investment in smart transit by providing adequate operating funds to support the goals and objectives of the Association within our community.

Florida International University is pleased to commit $100,000 in funding to the Association to support the operation of the CATS Shuttle service routes on behalf of FIU. Combined with the committed amount of $400,000 by the City of Sweetwater and the $500,000 Service Development Grant, the total funding will enable the operation of a viable and vibrant transit program.

If you have any questions or need additional information, please do not hesitate to email me at kjesell@fiu.edu or call me at 305-348-2101.

With kind regards,

[Signature]

Kenneth A. Jessell, Ph.D.  
Senior Vice President for Finance and Chief Fiscal Officer and Professor

cc: The Honorable Orlando Lopez, Mayor, City of Sweetwater

MODESTO MAIDIQUE CAMPUS, PC 523, MIAMI, FLORIDA 33199 • (305) 348-2101 • FAX: (305)348-3678
EQUAL OPPORTUNITY/EQUAL ACCESS EMPLOYER AND INSTITUTION
June 1st, 2015

Mr. Gus Pego, P.E.
District Secretary, District 6
Florida Department of Transportation
1000 NW 111th Avenue
Miami, FL, 33172

Dear Mr. Pego:

The City of Sweetwater supports the FY2016-2017 FDOT Service Development Grant proposal for $500,000 for University City Transportation and Management Association of Sweetwater, Inc. (UTMA@Sweetwater) smart transit and parking operation funds in operating funds (University City Transit Services). The City of Sweetwater commits to the sum of $400,000 in the event that UTMA@Sweetwater operates the Sweetwater Trolley service routes with concurrence of the Sweetwater City Commission.

Sincerely,

Mayor Orlando Lopez
City of Sweetwater
Certificate of Status

I certify from the records of this office that UNIVERSITYCITY TRANSPORTATION AND MANAGEMENT ASSOCIATION OF SWEETWATER, INC. is a corporation organized under the laws of the State of Florida, filed electronically on May 29, 2015, effective May 29, 2015.

The document number of this corporation is N15000005446.

I further certify that said corporation has paid all fees due this office through December 31, 2015, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code noted below.

Authentication Code: 150529172751-600273472556#1

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty Ninth day of May, 2015

Ken Detzner
Secretary of State
Electronic Articles of Incorporation
For

UNIVERSITYCITY TRANSPORTATION AND MANAGEMENT ASSOCIATION OF SWEETWATER, INC.

The undersigned incorporator, for the purpose of forming a Florida not-for-profit corporation, hereby adopts the following Articles of Incorporation:

Article I
The name of the corporation is:
UNIVERSITYCITY TRANSPORTATION AND MANAGEMENT ASSOCIATION OF SWEETWATER, INC.

Article II
The principal place of business address:
500 SW 109TH AVENUE
SWEETWATER, FL. 33174

The mailing address of the corporation is:
500 SW 109TH AVENUE
SWEETWATER, FL. 33174

Article III
The specific purpose for which this corporation is organized is:
TO UNDERTAKE ACTIVITIES THAT DEVELOP, OPERATE, AND MANAGE A SMART PARKING AND SMART COMMUNITY TRANSIT SYSTEM TO SERVE THE NEEDS OF ITS MEMBERS AND THE COMMUNITY PER S.501(C)3 THE IRS CODE.

Article IV
The manner in which directors are elected or appointed is:
AS PROVIDED FOR IN THE BYLAWS.

Article V
The name and Florida street address of the registered agent is:
RALPH VENTURA
500 SW 109TH AVENUE
SWEETWATER, FL. 33174

I certify that I am familiar with and accept the responsibilities of registered agent.

Registered Agent Signature: RALPH VENTURA
Article VI

The name and address of the incorporator is:

RALPH VENTURA
500 SW 109TH AVENUE
SWEETWATER, FL. 33174

Electronic Signature of Incorporator: RALPH VENTURA

I am the incorporator submitting these Articles of Incorporation and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in § 817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of this corporation and every year thereafter to maintain "active" status.

Article VII

The initial officer(s) and/or director(s) of the corporation is/are:

Title: P. D
ORLANDO LOPEZ
500 SW 109TH AVENUE
SWEETWATER, FL. 33174

Title: VP
JOSE M DIAZ
500 SW 109TH AVENUE
SWEETWATER, FL. 33174

Title: S.T.
TOM GUSTAFSON
11290 SW 8TH STREET, PC523
MIAMI, FL. 33199

Article VIII

The effective date for this corporation shall be:

05/29/2015

(See separate attachment for UTMA@Sweetwater Articles of Incorporation and Bylaws, as fully executed)
Sweetwater Trolley System – Current Service

- 1701 NW 120 Ave – City of Sweetwater Maintenance
- 1701 NW 120th Avenue – Sweetwater
- Code Enforcement and Building and Zoning
- DOLPHIN MALL – 11401 NW 12th St
- Entry #1
- Entry #7 Bloomindale’s - The Outlet Store
- Burlington Coat Factory
- Entry #8 Dophin Mall
- Marshall / Home Goods
- Entry #4 Saks Fifth Avenue Outlet.
- Ross
- Main Emissary – Texas Brist and Cheeseaake Factory
- Entry #2 – Old Navy
- Bass Pro Shop
- DOLPHIN MALL Miami-Dade Main Bus Stop
- 1801 NW 117th Avenue – IKEA
- 13698 NW 25th St – US Post Service
- 13111 NW 25th St – Our Lady of Mercy Catholic Cemetery
- 10700 NW 25th St – La Germana
- 2360 NW 107th Avenue – Midas
- 1890 NW 107th Avenue – BP gas station / MD bus stop
- 1200 NW 107th Avenue – County Federal Credit Union
- 1451 NW 107th Avenue – MD bus stop
- 1396 NW 107th Avenue – MD bus stop
- 580 NW 107th Avenue – MD bus stop
- 1318 NW 107th Avenue – MD bus stop
- 290 NW 107th Avenue – MD bus stop
- 10701 NW W. Flagler – Mobil / Food Star
- 10910 W. Flagler – My Puerto Rican Restaurant
- 10903 SW 84th Street – MD bus stop
- 1105th Avenue SW 59th St – MD bus stop
- 5800 SW 109th Avenue – City of Sweetwater
- City Hall, Police Department and MD Clerk of Courts
- 1212 SW 109th Avenue – City of Sweetwater Passport Office
- 7th SW 110th Avenue – Stop sign
- 7th SW 113th and 14th Avenue
- Jorge Mas Canosa Youth Center / Rannelli Park
- 282 SW 114th Avenue
- 1149 W. Flagler – Social Security / Robles / Villa Hermosa
- 1140 W. Flagler – Salon Del Limo De Los Tres Reyes De Jesus
- 117th Avenue SW 1st St – Corner
- 11390 SW 2nd St – MD bus stop
- 11490 SW 2nd St – MD bus stop
- 455 NW 114th Avenue – (New Building)
- 4th SW NW 108th Avenue
- 6th SW NW 134th Avenue
- NW 113th Avenue
- NW 112th Avenue
- 600 NW 112th Avenue – MD bus Stop
- 11235 NW 5th St – Yann Academy / MD bus stop
- 1129th Avenue NW 2nd Tr – MD bus stop
- 1129th Avenue NW 1st St – MD bus stop
- 11200 W. Flagler – Inverrary Plaza / MD bus stop
- 11200 SW 2nd St – MD bus stop
- 7th SW NW 113th and 114th Avenue
- 550 SW 115th Avenue – Sweetwater Creek
- 115th SW 2nd Street – Stop sign
- 11405 SW W. Flagler – Flagler Shopping Center / MD bus stop
- 11388 W. Flagler – MD bus stop
- 1139th Avenue W. Flagler – MD bus stop
- 11380 W. Flagler – MD bus stop
- 10900 W. Flagler – Hines Line Gas Station
- 10980 SW Flagler – Madrona Restaurant
- 10720 W. Flagler – Sedanos
- 50 W 90th Avenue – MD bus stop
- 10690 W. Flagler – Chase Bank
- 10500 SW W. Flagler – MacDonald
- 10410 SW W. Flagler – MD bus stop
- 10388 W. Flagler – Sunoco Gas Station / MD bus stop
- 10404 W. Flagler – Nuzzo
- 950 W. Flagler – MD bus stop
- 935 W. Flagler – Winer Diner
- 9285 W. Flagler – Rubens Dairy Park
- W 8th W. Flagler – MD bus stop
- 103rd Avenue SW 1st St.
- 102nd Avenue SW 4th St – Stop sign
- 10650 SW 4th St – Milford & Claude Pepper Senior Center
- 330 SW 107th Avenue – Continental National Bank of Miami
- 10795 SW 4th St – Sweetwater Towers
- 10890 SW 4th St – MD bus stop
- 745 SW 107th Avenue
- 1200 SW 109th Avenue – FIU
- 1125 SW 109th Avenue – Publix Supermarket / MD bus stop
- 1225 SW 107th Avenue – Palmers House / MD bus stop
- 595 SW 107th Avenue – MD bus stop
- 11955 W. Flagler (West Side) – FIU Engineering Center
- 151 NW 10th Ave – West Lake Village / MD bus stop
- 600 NW 10th Ave – Tropical Super Market
- INTERNATIONAL MALL
- 1455 NW 137 Ave – Macy’s & Old Navy
- 10750 NW 14th Street – MD bus stop

REVISED 3.05.14
Know the law

Under County Ordinance #300, the following acts are considered unlawful on any transit vehicle or any part of the transit system:

• Pending or hindering bus or train operations in the performance of their duties.
• Playing any radio, television, cassette player, recorder or other sound-producing device/ electronic audio or video playback device or musical instrument without the use of earphones.
• Creating a nuisance and using any insulting or obscene language.
• Carrying, transporting or igniting any explosive, fireworks, acid or flammable liquid.
• Eating, drinking, or carrying an open container of food or beverage.
• Smoking or spitting inside the bus or trolley.
• Blowing or spreading any bodily discharge on bus or trolley.
• Gambling, soliciting or carrying on illicit business.
• Littering, vandalizing or defacing transit property. Prohibited activities include, but are not limited to the unauthorized marking of any part of the bus or trolley with spray paint and other marking substances, graffiti, the cutting or mutilation of seats on buses or trolleys.
• Placing any obstruction or barrier on bus or trolley guideway doors.
• Boarding bus or trolley with animals/pets that are not in properly enclosed containers, such as cages, kennels, or other pet carriers like bags and backpacks while inside the bus or trolley; provided that the pet will not represent a threat to or interfere with other passengers, or that the pet and/or container will not interfere with the operation of the bus or trolley. All pets/animals and / or containers must be kept out of the aisles and steps, while aboard bus or trolley.
• The size of the container may not impede a passenger’s safe egress from the vehicle bus or trolley; this excludes service animals (i.e. guide dogs, signal dogs), or other animals individually trained to perform tasks for customers with a disability.

• Making a false report of conduct on, the operation of, or a threat concerning any of the transit system.
• Bring or operating a bicycle inside a bus or trolley.
• Illegally operating transit equipment that is not intended for public use, or when it is not necessary in an emergency situation.
• Interfering with operation of transit vehicle doors.
• Taking still, sound or motion picture recording for commercial, training or educational purposes (exception of news coverage), without prior written authorization by STS (Sweetwater Transit System) or the city manager.
• Posting any advertisements, literature, signs, handbouts, drawings or pictures without written authorization by STS (Sweetwater Transit System) or the city manager.
• Abandoning any personal property on any part of the transit system.
• Freepassing on the transit system or entering any restricted area.
• Assaulting a transit employee.

(FL STATUTE 784.07)

Individuals violating these ordinances and statues subject to arrest.

Lost and found

Before leaving an STS vehicle, always check for personal packages and belongings. If you do forget something, call lost and found 756-507-4850, Monday through Friday, 8 a.m. until noon and from 1 p.m. to 4:00 p.m.

City of Sweetwater
Transit System

1701 N.W. 110 Avenue
Sweetwater, Florida 33174
Phone: 786-507-4850
Fax: 786-439-1438

www.cityofsweetwater.fl.gov
Know the law
Under County Ordinance 8308, the following acts are Considered unlawful on any transit vehicle or any part of the transit system:

- Failing or hindering bus or train operations in the performance of their duties.
- Playing any radio, television, cassette player, recorder or other sound-producing device/ electronic audio or video playback device or musical instrument without the use of earphones.
- Creating a nuisance and using any insulting or obscene language.
- Carrying, transporting or igniting any explosive, fireworks, poisons or flammable liquid.
- Eating, drinking, or carrying an open container of food or beverage.
- Smoking or spitting inside the bus or trolley.
- Blowing or spitting any bodily discharge on bus or trolley.
- Gambling, soliciting or carrying on illicit business.
- Littering, vandalizing or defacing transit property. Prohibited activities include, but are not limited to the unauthorized marking of any part of the bus or trolley with spray paint and other marking substances, graffiti, the cutting or mutilation of seats on buses or trolleys.
- Placing any obstruction or barrier on bus or trolley window doors.
- Boarding bus or trolley with animals/pets that are not in properly enclosed containers, such as cages, kennels, or other pet carriers like bags and backpacks while inside the bus or trolley provided that the pet will not represent a threat to or interfere with other passengers, or that the pet and/or container will not interfere with the operation of the bus or trolley. All pets/animals and/or containers must be kept out of the aisles and steps, while aboard bus or trolley.
- The use of the container may not impede a passenger’s safe egress from the vehicle bus or trolley, this excludes service animals (i.e. guide dogs, signal dogs, or other animals individually trained to perform task for customers with a disability).
- Making a false report of conduct on, the operation of, or a threat concerning any of the transit system.
- Bringing or operating a bicycle inside a bus or trolley.
- Illegally operating transit equipment that is not intended for public use, or when it is not necessary in an emergency situation.
- Interfering with operation of transit vehicle doors.
- Taking still, sound or motion picture recording for commercial, training or educational purposes (exception of news coverage), without prior written authorization by STS (Sweetwater Transit System) or the city manager.
- Posting any advertisements, literature, signs, handouts, drawings or pictures without written Authorization by STS (Sweetwater Transit System) or the city manager.
- Abandoning any personal property on any part of the transit system.
- Trespassing on the transit system or entering any restricted area.
- Assaulting a transit employee.

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City of Sweetwater
Transit System
10890 NW 17th Street
Sweetwater, Florida 33178
Phone: 786-507-4850
Fax: 786-439-1438
www.cityofsweetwater.fl.gov
CATS Shuttle

The CATS shuttle is a free service from the Modesto A. Maidique Campus to the Engineering Center.

The service has two additional stops at Miami-Dade transit hub at 107ave and 17st and at 105th Tower housing facility in Sweetwater.

See CATS Shuttle schedule below,

(see http://parking.fiu.edu/Transportation/Pages/CATS.aspx)

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8. References

[1] Florida Department of Transportation: Notice of Service Development Grant Award. 


[3] US Department of Transportation TIGER 2013 Award Announcement: 
http://cake.fiu.edu/TIGER2013/20130905_FIU_page_from_US_DOT_TIGER_2013_Awards_Announcement_FactSheets.pdf


These Articles of Incorporation for a proposed University City Transportation and Management Association of Sweetwater Inc. (UTMA@Sweetwater) shall be filed by the Sweetwater City Attorney upon approval of the attached UTMA@Sweetwater Bylaws:

A. **Corporation Name:** University City Transportation and Management Association of Sweetwater, Inc. (UTMA@Sweetwater).

B. **Purpose:** To develop, operate, and manage a smart parking and smart community transit system for all the UTMA@Sweetwater members (Members) and other University City-related activities as approved by the Board of Directors of UTMA@Sweetwater within the City of Sweetwater (Sweetwater), at the Florida International University (FIU), and at such locations as are deemed useful to the Members.

C. **Manner of Election:** The Board of Directors of the UTMA@Sweetwater (Board of Directors) shall consist of five persons, each of which shall be referenced as a Board Member (Board Member) and when referencing more than one Board Member, they shall be referenced as Board Members (Board Members). Each Board Member shall be elected to serve on the Board of Directors based upon the following process (Manner of Election): At a special meeting of the Sweetwater City Commission called for this purpose by the City of Sweetwater Mayor in July 2015, the Mayor shall nominate three or more persons and when three such persons are approved by the Sweetwater City Commission to serve on the Board of Directors, FIU shall nominate one or more persons and when one such person is approved by the Sweetwater City Commission to serve on the Board of Directors, then each of the four persons newly appointed to the Board of Directors shall be offered the opportunity to suggest someone who undertakes business activities within Sweetwater and north of the Dolphin Expressway/SR 836 as a fifth person to serve on the Board of Directors. The Sweetwater City Commission shall appoint one of those suggested as the fifth Board Member. The first time that Board Members are so appointed, their appointments are to be made sequentially such that the first Board Member seat is filled before the second Board Member seat is filled and so on through until the fifth Board Member seat is filled. As the term office for a Board Member expires or in the event of any Board Member vacancy, a replacement Board Member shall be nominated and appointed by a process as was employed to nominate and appoint the person whose Board of Directors term of office expired or the person who created a vacancy on the Board of Directors except, should the Sweetwater City Commission not appoint Board Members, the Manner of Election may be changed with the approval of the Members. It is understood that the Initial Officers and Directors serve until such time as a Board of Directors is convened following the appointment by the Sweetwater City Commission of the five persons to initially serve on the Board of Directors.
D. **Initial Officers and Directors:** The initial officers and directors of UTMA@Sweetwater (Initial Officers and Directors) as designated by the incorporators shall be:

1. Sweetwater’s Mayor Orlando Lopez who serves as President and Director of the UTMA@Sweetwater; whose address is 500 SW 109th Avenue, Sweetwater, Florida 33414
2. Sweetwater’s Vice Mayor/City Commission President Jose Diaz who serves as Vice President and Director of the UTMA@Sweetwater; whose address is 500 SW 109th Avenue, Sweetwater, Florida 33414
3. Tom Gustafson who serves as the Secretary/Treasurer and Director of the UTMA@Sweetwater; who address is 11200 SW 8th Street, PC523, Miami, Florida 33199
Proposed By-Laws for a University City Transportation and Management Association at Sweetwater, revised from the attached draft Bylaws as provided by the Sweetwater City Attorney:

BYLAWS OF University City Transportation and Management Association of Sweetwater, Inc.

Article I – Name, Location & Duration
A. Name. The name of this corporation is "University City Transportation and Management Association of Sweetwater, Inc." and it can be referenced more informally as "UTMC@Sweetwater" or "corporation".

B. Location. The principal place of business and administrative office shall be located at 500 SW 109th Avenue, Sweetwater, Florida 33174, or at such other location as the Board of Directors of the UTMA@Sweetwater (Board of Directors) may determine from time to time.

C. Duration. The corporation shall have perpetual existence

Article II – Purpose
A. Generally. The corporation is organized exclusively for the charitable and educational purposes within the meaning of Section 501(c) (3) of the Internal Revenue Code, 1986, or the corresponding provision of any future federal laws.

B. Smart Parking, Smart Community Transit, and University City-related Activities. It is the purpose of UTMA@Sweetwater to undertake activities that develop, operate, and manage a system of smart parking and smart community transit to serve the needs of all the members of the UTMA@Sweetwater (Members) and other related activities as referenced in the 2013 TIGER Discretionary Grant submittal entitled “University City Prosperity Project” (University City-related Activities) that promote over the short term and long term: prosperity for the City of Sweetwater (Sweetwater), Florida International University (FIU), and such other locations as the Board of Directors deems to be useful to Members; the well-being of each Member of UTMA@Sweetwater (Member); and, the general welfare of all Members. Smart parking and smart community transit shall mean the use of Informed Traveler Program and Applications (ITPA) or other electronic guidance system or technologies approved by the Board of Directors to optimize on an annual basis the community transit trips taken by each Member and parking of private automotive vehicles while improving over a long term the UTMA@Sweetwater capacity to respond to the transportation needs of all the Members. The UTMA@Sweetwater activities include, but are not limited to, the following:

1. Providing and maintaining pedestrian-oriented transit access improvements, stops, and station at and smart community transit to and from destinations at Modesto A. Maidique Campus (Maidique Campus), at FIU’s Engineering Center (Engineering Center), within Sweetwater, and at other strategic locations important to: Sweetwater residents; Sweetwater businesses owners, employees and
customers; Sweetwater visitors; FIU students, faculty, and employees; people doing business at FIU and their customers at FIU; and, FIU visitors

2. Providing and maintaining smart parking services associated with pedestrian-oriented transit access improvements at Sweetwater, FIU, or elsewhere as smart community transit service and other mass transit links are developed to Sweetwater and FIU

3. Provide to the general public the following upon approval of the Board of Directors and based upon their efforts to off-set operating costs of the UTMA@Sweetwater and to reduce or eliminate any required transit operating subsidy within the areas described for UniversityCity-related Activities and the improvements associated with: the 2013 TIGER Discretionary Grant submittal proposed by FIU to the U.S. Department of Transportation (USDOT) entitled “UniversityCity Prosperity Project”, the FY2015-2016 Service Development Grant submittal proposed by FIU to the Florida Department of Transportation (FDOT); and, subsequent UniversityCity-related Activities as further developed and expanded over time:
   a. Venues for events of general interest
   b. Travel-related or community services that help to organize, manage and promote such general interest events
   c. Cultural, music, social, entertainment and market events at locations where infrastructure associated with UniversityCity-related Activities has been constructed

4. Hold title to all the assets and equipment necessary such services and activities

5. Elect persons to the Board of Directors (Board Members) and designate officers of the corporation (Officers)

6. Hire employees of UTMA@Sweetwater (Employees), contract with vendors who provide services to UTMA@Sweetwater (Vendors), and make agreements with others as might be required to undertake activities of the UTMA@Sweetwater

7. Maintain a website to provide to the Members and the general public all information regarding UTMA@Sweetwater including but not limited to:
   a. Formation and history of UTMA@Sweetwater
   b. Organization and structure of UTMA@Sweetwater
   c. Contact information and titles for the persons serving on the Board of Directors as Board Members, Officers, and senior Employees as identified by the Board of Directors
   d. List of Members and means to electronically communicate with them through ITPA or other electronic means
   e. Meeting notices, agendas, and background materials for each Board of Directors meeting, committee meeting, and commission meeting
   f. Procedures and processes approved by the Board of Directors
   g. All actions and decisions of the Board of Directors, committees, or commissions
   h. Services, routes, vehicle frequencies, special transportation services, and activities or techniques for providing and improving UTMA@Sweetwater services
   i. Information about and usage instructions for ITPA or other electronic guidance system or technologies as approved by the Board of Directors
   j. Transportation Development Plan (TDP)
k. Transportation Disadvantaged Services Plan (if and when applicable)
l. Location of jurisdictional boundaries of Sweetwater and FIU and the areas where UTMA@Sweetwater services are provided as they might change over time
m. Instructions as to the means by which a Member can easily, without any hindrance except payment of reasonable equipment and transmission related costs, electronically communicate to another Member willing to receive such communications or all or any part of the Members willing to receive such communications through ITPA as well as any other means of communications by issuing a written work, comment, image, sound, video, music, observation, analysis, or proposal as well as a Member response to a written work, comment, image, sound, video, music, observation, analysis, and proposal of another Member such that the communication can be read, seen, or heard by another Member, some or all of the Members, and by the general public as requested by the Member issuing the written work, comment, image, sound, video, music, observation, analysis, proposal, or issuing a response to a written work, comment, image, sound, video, music, observations, analysis, or proposal (Member Communication)

n. All committee and commission reports inclusive of the reports by a committee formed by the Board of Directors that shall publish the means by which the President of UTMA@Sweetwater (President) arranged for the random selection of Members serving on a Member Communication Commission as described in Article V. of these Bylaws and an analysis of whether to process is likely to produce a typical cross section of the Members

o. Such other information that seems to the Board of Directors as necessary to promote the well-being of each of the Member and general welfare of all Members

8. Establish contacts with the business community and residents through any community forums, any chamber of commerce, any social organization, any business association, or other venues

9. Undertake analysis of conditions and services provided and determine ways to improve services given available or proposed revenues

10. To coordinate with governmental authorities including but not limited to: the USDOT, FDOT, the South Florida Water Management District (SFWMD), the Miami-Dade Expressway Authority (MDX), and other governmental jurisdictions such as Miami-Dade County (MDC) and City of Doral (Doral), or other agencies and communities to improve services of UTMA@Sweetwater and secure funds for smart parking, smart community transit, other UTMA@Sweetwater services, associated infrastructure, rolling stock, and other assets including but not limited to walkways, bicycle paths, linear parks, plazas, landscaping, hardscaping, water features, stops, stations, short term rental vehicles, mass transit vehicles, other means of transport, and supportive technologies for UTMA@Sweetwater services

11. Establish funding streams and methods for ongoing activities of UTMA@Sweetwater services
12. Any activity, including charging reasonable fees for UTMA@Sweetwater services to Members and others as deemed necessary by the Board of Directors to preserve UTMA@Sweetwater and continue UTMA@Sweetwater activities.

C. **Start of Operations.** The corporation shall enter into agreements with Sweetwater and FIU to operate smart parking and community transit pursuant to funds and assets made available through the USDOT 2013 TIGER Discretionary Grant, the FDOT Service Development Grant for FY2015-2016, or otherwise and shall begin smart parking and smart community transit services January 1, 2016 or as soon as possible thereafter before July 1, 2016. Thereafter, UTMA@Sweetwater Board of Directors may change, expand, and improve such smart parking, smart transit and other services as funding or other assets become available.

**Article III - Members**

A. **Member Relationship with Sweetwater and FIU.** To be a Member, it is necessary that a person wish to be a member of UTMA@Sweetwater, be annually approved by the Board of Directors, and be any of the following:

1. Sweetwater resident
2. Sweetwater business owner with a business operation in Sweetwater
3. Sweetwater employee of such business
4. Sweetwater customer of such business
5. Sweetwater visitor
6. FIU Student
7. FIU faculty
8. FIU employee
9. People doing business at FIU and their customers at FIU
10. FIU visitors

B. **Member Approvals; Member Renewals; and, Member Termination Due To Changed Circumstances.** The Board of Directors shall review applications of any person seeking to be Member and direct Employees to confirm the relationship of each proposed Member with Sweetwater and FIU as provided for above and the proposed Member’s intent to avail themselves of the UTMA@Sweetwater services and ITPA or other electronic guidance system or technologies made available through UTMA@Sweetwater. The Board of Directors may further define the basis and process for determining that such a Member relationship exists and this information shall be posted on the UTMA@Sweetwater website. Member status shall be freely granted once the above Member relationship has been established. Member status shall be granted annually without further review unless there is a changed circumstance and written statement is presented to the Board of Directors by an Employee, Officer, or any person who is serving of the Board of Directors (Board Member) at least 30 days before the renewal date as to why Member status should not be renewed based on a suspected loss of the relationship with Sweetwater and FIU. Any such written statement should be posted on the UTMA@Sweetwater website and sent to the Member 15 days in advance of any UTMA@Sweetwater Board of
Directors meeting with the meeting notice showing that the Member status will be discussed and requesting the Member attend and respond to the posted and written statements. The Board of Directors may grant to an applicant Member status and renew Member status or may deny to the applicant Member status or deny renewal of Member status. When a written statement rising questions as to the possible loss of relationship with Sweetwater and FIU is timely submitted to the Board of Directors and timely posted and noticed to the Member in question, the Board of Directors shall take any testimony offered regarding the facts and make their determination based on the facts therein presented. Once Member status is not approved for such reason, reinstatement of Member status will be immediate upon presentation of convincing relationship evidence to the Board of Directors. The Board of Directors may delegate this Member status process such that it is undertaken and these Member status issues are resolved by a committee of Members (Committee) organized by the Board of Directors for this purpose following a process similar to the process outlined above and posted on the UTMA@Sweetwater website.

C. Member Duties as a Condition of Continued Member Status. A Member shall:
1. Provide to an Employee designated by the President or his designees for this purpose their contact information consisting of the Member’s: home address; business and work address, if any; business and work phone if any; home phone if any; mobile phone if any; personal email address, if any; and work email addresses, if any
2. Attend meetings where an Employee(s) shall provide instructions on the use of ITPA or other electronic guidance system or technologies as approved by the Board of Directors and allow Employee(s) to confirm: a Member’s use ITPA or such other electronic guidance systems and technologies approved by the Board of directors; and, a Member’s access to a smart phone, tablet, computer, publically available electronic boards and kiosks, or other available electronic equipment where ITPA and other electronic information can be accessed
3. Serve on a Member Communication Commission formed by the President for a three year term when they are selected on a random basis to review and confirm that Member Communication is being provided by UTMA@Sweetwater

D. Member Report and Member Termination for Inappropriate Behavior; Appeal. Should any driver operating UTMA@Sweetwater vehicle, Employee, Officer, or Board Member witnesses Member behavior that appears to be inappropriate, said UTMA@Sweetwater vehicle driver, Employee, Official, or Board Member shall make a written report specifically describing such behavior by the Member and within 24 hours forward such report to the UTMA@Sweetwater Employee or Officer designated by the Board of Directors for such purposes. Such reported behavior by a Member may include behavior that:
1. Creates an unsafe conditions for others
2. Threatens or is hostile to others
3. Causes unnecessary delay as to the services provided by the UTMA@Sweetwater
4. Constitutes a refusal to provide the correct Member contact information: home address; business and work address, if any; business and work phone, if any; home phone, if any; mobile phone, if any; personal email addresses, if any; and, work email address, if any

5. Constitutes a failure, without good cause, to use on a smart phone, tablet, computer, publicly available electronic boards and kiosks, or other available electronic equipment of ITPA or other electronic guidance system or technologies as designated by the Board of Directors

The Board of Directors shall invite the Member to explain the circumstances of the reported behavior at a meeting of the Board of Directors by notice provided to the Member at least 15 days prior to the scheduled meeting of the Board of Directors with the posting of same on the UTMA@Sweetwater website. Should the Member not respond to the invitation to explain his or her actions to the Board of Directors, or having responded, did not credibly explain to the satisfaction of the Board Members that the report behavior as minor, excusable, or acceptable, then the Member will be immediately notified by the Board of Directors that their Member status will not be renewed. After such notice is issued, the Member may appeal to the Board of Directors through a process approved by the Board of Directors to allow continued Member status based on the Member’s personal assurances that such behavior will not reoccur again. Such Member status may be renewed by the Board of Directors upon a finding that the Member’s statement to be credible. An appeal fee payment of $50.00 dollars must accompany each appeal sought from the Board of Directors; this amount may be changed by the Board of Directors from time to time to account for any new direct and identified appeal cost incurred and the new appeal fee payment amount that will be due with each appeal shall be posted on the UTMA@Sweetwater website and continue to be paid by Members as a nominal fee to help defray the appeal costs.

E. Annual Members Survey. In November and December of each year, the President and designated Officers and Employees, in coordination with FIU, shall survey the Members to determine their attitudes and usage of smart parking, smart community transit, other UTMA@Sweetwater services and such other matters as would be useful in the reports as required to be delivered by FIU to the USDOT pursuant to the UniversityCity Prosperity Project TIGER Award agreement attached as Exhibit A and as amended from time to time. Surveys shall be performed, thereafter, through agreements as between FIU and UTMA@Sweetwater in order to measure performance and impacts due to improvements and to analyze what new improvements might be useful so as to improve performance and outcomes.

Article IV - Board of Directors
A. Qualifications. The Board of Directors shall be drawn from persons who Members and are qualified:
   1. To serve as a City of Sweetwater Commissioner or as a Member
2. Based on an expression of an informed interest in providing smart parking, smart community transit, and other UTMA@Sweetwater services as described Article II of these Bylaws
3. Based on a reputation of good moral character and being worthy of this public trust

B. Composition of and Manner of Election to the Board of Directors. Board of Directors shall be comprised of five persons who are appointed by the City Commission and who meet the Qualifications as provided herein (Manner of Election).
1. First Board Member Seat. A person is nominated by the Mayor of Sweetwater and if such person is appointed to the Board of Directors by the Sweetwater City Commission, this person becomes the first person appointed to the Board of Directors to serve on the Board of Directors of the UTMA@Sweetwater. If such person so nominated is not appointed by the Sweetwater City Commission, the Mayor of Sweetwater shall nominate one person and then another until a person so nominated is approved by the Sweetwater City Commission as the first person appointed to serve on the Board of Directors. When so appointed by the Sweetwater City Commission, this person will be a Board Member who occupies the position referenced as the First Board Member Seat on the Board of Directors.
2. Second Board Member Seat. A person is nominated by the Mayor of Sweetwater and if such person is appointed to the Board of Directors by the Sweetwater City Commission, this person becomes the second person appointed serve on the Board of Directors. If the person so nominated is not appointed by the Sweetwater City Commission, the Mayor of Sweetwater shall nominate one person and then another until a person so nominated is approved by the Sweetwater City Commission as the second person appointed to serve on the Board of Directors. When so appointed by the Sweetwater City Commission, this person will be a Board Member who occupies the position referenced as the Second Board Member Seat on the Board of Directors.
3. Third Board Member Seat. A person is nominated by the Mayor of Sweetwater and if such person is appointed to the Board of Directors by the Sweetwater City Commission, this person becomes the third person appointed serve on the Board of Directors. If the person so nominated is not appointed by the Sweetwater City Commission, the Mayor of Sweetwater shall nominate one person and then another until a person so nominated is approved by the Sweetwater City Commission as the third person appointed to serve on the Board of Directors. When so appointed by the Sweetwater City Commission, this person will be a Board Member who occupies the position referenced as the Third Board Member Seat on the Board of Directors.
4. Fourth Board Member Seat. A person is nominated by FIU and if such person appointed to the Board of Directors by the Sweetwater City Commission, this person becomes the fourth person appointed serves on the Board of Directors. If the person so nominated is not appointed by the Sweetwater City Commission, FIU shall nominate one person and then another until a person so nominated is approved by the Sweetwater City Commission as the fourth person appointed to serve on the Board of Directors. When so appointed by the Sweetwater City Commission, this
person will be a Board Member who occupies the position referenced as the Fourth Board Member Seat on the Board of Directors.

5. **Fifth Board Member Seat.** A person is appointed by the Sweetwater City Commission from amongst up to four persons suggested by the above four Board of Directors appointees. Each of the first four appointees to the Board of Directors of the UTMA@Sweetwater may suggest one person who must have been actually engaged in business activities within Sweetwater north of the Dolphin Expressway/SR 836. When approved by the Sweetwater City Commission as the fifth person appointed to serve on the Board of Directors. When so appointed by the Sweetwater City Commission, this person will be a Board Member who occupies the position referenced as the Fifth Board Member Seat on the Board of Directors.

The first time that Board Members are appointed, their appointments are to be made sequentially such that the First Board Member Seat is filled before the Second Board Member Seat is filled and so on through until the Fifth Board Member Seat is filled. As the term office for a Board Member expires or in the event of any Board Member vacancy, new Board Members shall thereinafter be nominated and appointed by a process as described in the Manner of Election to fill Board seats as vacated, except that the suggestions as to persons to fill the Fifth Board Member Seat shall come from those persons newly appointed to serve on the Board of Directors and those Board Members that will remain of the Board of Directors after the election of the new Board Members. Such Manner of Election shall be changed if the Sweetwater City Commission has not appointed Board Members as scheduled and a new Manner of Election of the Board Members has been established with an approval of a majority of the Members.

C. **Challenge to an Appointment.** Prior to adjournment of the special Sweetwater City Commission meeting wherein the new Board Members were appointed to the Board of Director, any of the Sweetwater City Commissioners or the Sweetwater Mayor may ask if anyone wishes to challenge to appointment of any of the said persons to the Board of Directors based on their qualification to serve in their respective positions. Any challenge to such appointments must be brought to the attention of the City Commission during this specially convened City Commission meeting so that questions of fact or law can be adjudicated by the Sweetwater City Commission at the same meeting or any extension of same from day to day.

D. **Initial Meeting of the Board of Directors.** When all persons who are to serve on the Board of Directors are appointed by the Sweetwater City Commission and any challenge to any such appointments have been dispensed with by the Sweetwater City Commission, then the Board of Directors shall convene a Board of Directors meeting at Sweetwater City Hall Commission Chambers or similar venue on the Friday following such appointment of the new persons to the Board of Directors. On such day or as soon thereafter as possible, upon the appearance a quorum of Board of Directors, the Board of Directors shall be considered fully constituted and shall assume the duties and responsibilities as Board of Directors. At the beginning of such Board of Directors meeting, a swearing in ceremony may be the organized by the City Clerk or other official of Sweetwater that is in
attendance. At the first such Board of Directors meeting, the three Initial Officers and Directors can be thanked for their service and excused by the Board of Directors from their duties and obligations as Initial Officers and Directors.

E. **Term of Office for Persons Appointed to the Board of Directors.**

1. **General Provisions.** Appointments of the new Board Members should occur in June of each year after the Board of Director appointments has occurred or as soon as possible thereafter; except that in the event of a vacancy by a Board Member before the end of their term of office, a person should be nominated and appointed as soon as possible after such vacancy has occurred to serve on the Board of Directors for the remainder of that term. After the initial appointment of the Board of Directors, each new Board Member will be appointed by the same Manner of Election as the person who vacated the Board Member seat was appointed unless the Sweetwater City Commission has not appointed Board Members as scheduled and a new Manner of Election of the Board Members has been established with an approval of a majority of the Members.

2. **Staggered Terms.** The persons appointed to serve on the Board of Directors shall serve staggered terms as follows:

a) The person appointed by the Sweetwater City Commission to the First Board Member Seat after nomination by the Sweetwater Mayor shall serve a one year term of office and when that term is over, any person appointed to that First Board Member Seat by the Sweetwater City Commission after the Mayor’s nomination will have a three year term of office unless appointed to fill a mid-term vacancy, and thereafter persons appointed to the First Board Member Seat will have a three year term of office unless appointed to fill a mid-term vacancy.

b) The person appointed by the Sweetwater City Commission to the Second Board Member Seat after nomination by the Sweetwater Mayor shall serve a two year term of office and when that term is over, any person appointed to that Second Board Member Seat by the Sweetwater City Commission after the Mayor’s nomination will have a three year term of office unless appointed to fill a mid-term vacancy, and thereafter persons appointed to the Second Board Member Seat will have a three year term of office unless appointed to fill a mid-term vacancy.

c) The person appointed by the Sweetwater City Commission to the Third Board Member Seat after nomination Sweetwater Mayor shall serve a three year term of office and when that term is over, any person appointed to that Third Board Member Seat by the Sweetwater City Commission after the Mayor’s nomination will have a three year term of office unless appointed to fill a mid-term vacancy, and thereafter persons appointed to the Third Board Member Seat will have a three year term of office unless appointed to fill a mid-term vacancy.

d) The person appointed by the Sweetwater City Commission to the Fourth Board Member Seat after nomination by FIU shall serve a two year term of office and when that term is over, any person appointed to that Fourth Member Board Seat by the Sweetwater City Commission after FIU’s nomination will have a two year term of office unless appointed to fill a mid-term vacancy, and thereafter persons
appointed to the Fourth Board Member Seat will have a two year term of office unless appointed to fill a mid-term vacancy.

e) The person appointed by the Sweetwater City Commission to the Fifth Board Member Seat from amongst those persons suggested by those persons just appointed to the First, Second, Third or Fourth Board Member Seats or by Board Members who will remain on the Board of Directors after the election of the new persons to serve on the Board of Directors shall serve a one year term of office and when that term is over, any person appointed to that Fifth Board Member Seat by the Sweetwater City Commission will have a two year term of office unless appointed to file a mid-term vacancy, and thereafter persons appointed to the Fifth Board Member Seat will have a two year term of office unless appointed to fill a mid-term vacancy.

Notwithstanding these term limitations, a person serving on the Board of Directors shall be empowered to continue to serve on the Board of Directors until a replacement has been appointed for the Board of Director seat.

F. Powers. The Board of Directors shall have all corporate authority, except such powers as are otherwise provided in these Bylaws and the laws of the State of Florida, to conduct the affairs of the corporation in accordance with these Bylaws.

G. Committees and Commissions. The Board of Directors may by general resolution delegate to committees of their own number, of Members, of Officers, or of Employees, or any combination thereof, such powers as they deem appropriate. The Board of Directors may also approve, at the recommendation of the President, for the establishment of commissions as might help to manage the activities of and settle disputes of or with Members making sure that no committee shall interfere with the jurisdiction over matters granted to a commission. All appointments by the President of persons to serve on any commission, the proposed term of service of the persons to serve on the commission, the jurisdiction and mission of the commission, and the termination date of the Commission shall be subject to the approval by the Board of Directors except as to the continuing existence of the Member Communication Commission and the three year term for those who serve on the Member Communication Commission and except as to the Presidential Commission formed to this make the final determination as to Board Member conflicts when all Board Members have potential conflicts of interests as that Presidential Commission needs to be established and set upon its task solely by the President. The Board of Directors shall form a committee to publish on the UTMA@Sweetwater website the means by which the random selection of the members to the Member Communication Commission was accomplished and an analysis of whether to process is likely to produce a typical cross section of the Members. No committee or a committee member’s service on a committee shall be terminated by the Board of Directors until the term of the person serving on the committee or the term of the committee expires, the work assigned to the committee is accomplished and approved by the majority of committee members, or the majority of the committee members agree to terminate the
committee’s existence. A committee member may be removed from the committee by majority vote of the committee members after a showing of good cause.

H. **Board Chair.** The Board of Directors presiding officer (Board Chair) shall be selected by the Board at its initial meeting to serve as from time to time with the approval of those serving on the Board of Directors. Other than to act as presiding officer at Board of Directors meetings, the Board Chair shall have no other powers, except the Board Chair shall have ministerial duties to schedule to time and meeting place of the Board of Directors meetings at least quarterly and see that the agenda and background materials provided by the President are timely posted on the UTMA@Sweetwater website with a meeting notice to each Board Member 15 days before the Board of Directors meeting. At any meeting of the Board of Directors, a motion to elect a new Board Chair shall be in order. Such a motion to elect a new Board Chair shall be voted upon after deliberations by the Board of Directors as to need for the election of a new Board Chair. During these deliberations, the Board Chair shall not preside and a temporary presiding officer shall be selected by the Board of Directors or lacking a majority vote of the Board of Directors to select a presiding officer during these deliberations, then the presiding officer during these deliberations shall be the maker of the motion to elect a new Board Chair.

I. **Meetings.** Meetings of the Board of Director shall be held at a place and time as designated by the Board of directors and shall extend in duration for no more than eight hours in the course of a single day. Special meetings may be called by the Board Chair, the President and whenever majority of the Board of Directors request such a meeting by written notice to the Board Chair and the President. When received, the President shall immediately post such requests on the UTMA@Sweetwater website and shall notify each Board Member of the requests as received. Such special meetings may be called with at least five (5) days written notice to all Board Members. All Board of Director meetings shall be subject to Florida’s open meetings laws as they may from time to time be amended. Attendance by a Board Member at a Board of Directors meeting shall be deemed waiver of defective or insufficient notice.

J. **Quorum.** A quorum shall consist of a majority of the persons who serve on the Board of Directors. If at any meeting less than a quorum is present, any person serving on the Board of Directors may call for a vote to recognize an absence of a quorum and upon the recorded absence of a quorum, said member may adjourn the meeting without further notice to the absent Board Members. A majority of the Board of Directors attending a duly notice meeting of the Board of Directors when a quorum is present may conduct any business and other activities as authorized by law and these Bylaws.

K. **Vacancy.** A vacancy may be deemed to have occurred when a Board Member misses two meetings in a row without an excused absence or three meetings in one year. An absence is excused when a Board Member notifies the President or the Board Chair before the meeting begins that the Board Member cannot attend. Board of Directors can declare a Board Member seat vacant after notifying the Board Member at all points of contact.
listed by the UTMA@Sweetwater website of the proposed Board of Directors action to declare the Board Member seat vacated; such propose Board of Directors action shall appear on the next Board of Directors meeting notice and agenda.

L. Removal and Recall. Any Board Member may be removed the Board of Directors for any failure to act in the best interests of the UTMA@Sweetwater or a continuing lack of effort towards the stated purpose of the UTMA@Sweetwater. Upon motion to take such action, such matter shall be voted upon after deliberations by the Board of Directors as to cause for removal of a Board Member from the Board of Directors. The City of Sweetwater Mayor and the FIU may recall a person they nominated who is serving on the Board of Directors and such recall shall take effect on the day following the notice to the person; and the posting of such notice of termination shall be immediately placed on the UTMA@Sweetwater website that the Method of Election shall begin for a replacement Board Member.

M. Compensation. Persons who serve on the Board of Directors shall receive no compensation for their service on the Board of Directors although such person shall be reimbursed for travel and meeting costs associated with UTMA@Sweetwater activities.

Article V – Officers and Presidential Commissions

A. Designation of Officers. The Officers of the corporation shall be the President, Vice President, Secretary and Treasurer, and they shall have authority to carry out the duties prescribed in these Bylaws. The Initial Officers and Directors of the corporation shall be designated by the incorporators. One person may hold more than one office except no one shall serve as both President and Secretary.

B. Election and Term. Officers of the corporation shall be elected at the first annual meeting of the Board of Directors held each December, and they shall serve for three years, their removal for cause, or until their replacements are elected and qualified.

C. Removal. At any regular or special meeting, any Officer may be removed by the Board of Directors for failure to carry out the duties of the office as prescribed by these Bylaws, conduct detrimental to the corporation, or for lack of progress in pursuit with the stated purpose of the corporation. Any Officer proposed to be removed is entitled to five (5) business days' notice of the meeting at which the removal shall be considered and may address the Board of Directors at such meeting.

D. Vacancy. Vacancies, in any office and for any reason, shall be filled immediately by the Board of Directors for the unexpired term of office.

E. Duties of Offices.
   1. President: The President is the Chief Executive Officer of this corporation and will, subject to the directions from the Board of Directors or any committees established by the Board of Directors for that purpose, supervise and manage the affairs of the
corporation. The President will perform all duties incident to the office of President and any other duties that may be required by these Bylaws or prescribed by the Board of Directors. The President is authorized to: sign and manage all Vendor contracts approved by the Board of Directors consistent with Board of Directors budget authorizations; hire and manage all Employees when positions are created by the Board of Directors consistent with Board of Directors budget authorizations; direct and manage all UTMA@Sweetwater activities with guidance from the Board of Directors and consistent with Board of Directors budget authorizations; establish such presidential commissions as would seem useful (Presidential Commissions) for a specified term that are empowered to investigate specified matters to help manage the activities of the corporation and to settle UTMA@Sweetwater-related disputes or UTMA@Sweetwater-related disputes with or between Members, Employees, and Vendors, to make findings of fact, and to propose recommendations to the President; appoint Members as Presidential Commission members for a specific term with the consent of the Board of Directors; and, carry out such actions consistent with the recommendations of a Presidential Commission.

2. Vice President: The Vice-President will perform all duties and exercise all powers of the President when the President is absent or is otherwise unable to act. The Vice-President will perform other duties that may be recommended by the President and approved by the Board of Directors.

3. Secretary: The Secretary will: keep minutes of all meetings of committees, of commissions, and of the Board of Directors; be the custodian of the corporate records; give all notices as are required by law or by these Bylaws; and, generally perform all duties incident to the office of Secretary and any other duties as may be required by law, by the Bylaws, or which may be assigned by the Board of Directors.

4. Treasurer: The Treasurer will have charge and custody of all funds of this corporation, and will deposit the funds as required by the Board of Directors, keep and maintain adequate and correct accounts of the corporation’s properties and business transactions, and render reports and accountings to the Board of Directors. The Treasurer will perform all duties incident to the office of Treasurer, and any other duties that may be required by these Bylaws or prescribed by the Board of Directors.

F. Employment of Officers. The President and Vice-President shall each be separate persons and full time employees of UTMA@Sweetwater. The Secretary and Treasurer may be the same person and may work only part-time at UTMA@Sweetwater and may also be employed elsewhere, provided that the Board of Directors must approve any other employment activities.

G. Conflicts of Interest. All possible conflicts of interest that might exist as between the duties of the Board Members, Officers, or employees and any other interests of a Board Member, Officer, or Employee must be immediately reported to the Board of Directors so they can determine if a conflict exists, if it should be waived, or if the conflict requires the Board Member, Officer, or Employee be removed from office and employment. Procedures and policies regarding these matters shall take written form approved by
the Board of Directors. A Board Member shall not vote on matters that regard possible conflicts where that Board Member has a special interest as to the outcome. Where it is determined that more than two Board Members have such a special interest, a committee shall be formed chaired by any Board Member without such a special interest to make a final determination as to what actions should be taken. Should all Board Members have such a special interest, a Presidential Commission shall be formed to this make the final determination and in such case no Board of Directors approvals are required for the Presidential Commission to be established and set upon its task by the President.

H. Benefits, Schedules, Job Descriptions. Those Officers and Employees that are employed by the UTMA@Sweetwater shall be provided benefits, job schedules, and job descriptions as approved by the Board of Directors upon recommendation of the President. The President shall provide for the President, Vice President, other identified senior personal to have staggered work hours so that someone authorized to make command decisions on the services provided is always in charge of day-to-day activities of the UTMA@Sweetwater.

I. “At-will” Employment. All Employees of UTMA@Sweetwater shall be “at-will” employees. No FIU employee will be hired without first securing FIUs consent.

J. Presidential Commissions and Member Communication Commission. The authority over matters within the jurisdiction of any Presidential Commission, all appointments by the President of Members to serve on any Presidential Commission, and the proposed term of service for the Presidential Commission shall be subject to the approval by the Board of Directors except that the President shall form a Member Communication Commission made up of Members randomly selected to represent at least 3% of all the Members who shall serve a three year term when they are selected to review and confirm that Member Communication are freely provided by UTMA@Sweetwater. Whenever a Member Communication Commission is terminated, another Member Communication Commission shall be established. No commission or a commission member’s service on a commission shall be terminated by the President until the term expires, the work assigned to the Commission is accomplished and approved by the majority of commission members, or the majority of the commission agrees to terminate the commission’s existence. A commission member may be removed from the commission by majority vote of the commission members after a showing of good cause. Attendance at commission meetings may be accomplished electronically, and as to each commission, the first order of business shall select a Chair and at the Chair’s recommendation, commission procedures shall be drafted and approved for ongoing commission activities. Employees shall be assigned to commissions to support commission actions as approved by the President and Board of Directors and consistent with Board of Directors budget authorizations.
Article VI – Restriction on Actions

A. All the assets and earnings of the corporation shall be used exclusively for its exempt purposes, including the payment of expenses incidental thereto. No part of any net earnings shall inure to the benefit of any Employee or be distributed to any Board Member, Officer, or any private person; except that the corporation shall be empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II of these Bylaws.

B. Notwithstanding any other provision of these Bylaws, the corporation will not carry on any activities not permitted by an organization exempt under Section 501(c)(3), Internal Revenue Code, 1986, or the corresponding provision of any future federal law, or organizations whose contributions which are exempt under Section 170(c)(2), Internal Revenue Code, 1986, or the corresponding provision of any future federal law. The corporation shall have no capital stock, pay no dividends, distribute no part of its net income or assets to any Board Member, Officer, Employee, and private property of the subscribers Board Members or Officers shall not be liable for the debts of the corporation.

C. No substantial part of the corporation’s activity shall be for the carrying on of a campaign of propaganda or otherwise attempting to influence legislation. The corporation shall not participate in any political campaign, will not engage in political campaigns or attempt to influence legislation or interfere with any political campaign on behalf or in opposition to any candidate for public office.

Article VII – Contracts, Checks, Deposits and Funds

A. Contracts. The Board of Directors may authorize, by general resolution, an Officer, a Board Member, or an agent or agents of UTMA@Sweetwater (Agent), in addition to persons authorized by these Bylaws to enter into any contract on behalf of the corporation.

B. Checks, Drafts, and Orders of Payment. All checks, drafts, notes, or orders of payment or other evidence of indebtedness issued in the name of the corporation shall be signed by the Officer, Board Member, or Agent such as the Board of Directors may from time to time designate by general resolution of the Board of Directors.

C. Deposits. All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies, of other depositories as the Board of Directors may designate.

D. Gifts. The persons serving on the Board of Directors, collectively or individually, any Officer or designated Agent may accept gifts, contributions, bequests, grants, or devise of any property on behalf of the corporation so that it can thereby immediately become the property of the corporation.
E. **Loans.** No Board Member, Officer or Agent shall have the authority, on behalf to the corporation, to enter into a loan or any other contract of indebtedness except by vote in a specific resolution of the Board of Directors. The authority designated by this provision shall be limited to a single and specific instance for each loan or any other contract of indebtedness.

**Article VIII – Dissolution**
Upon dissolution of the corporation, the Board of Directors shall, after paying or making provision for payment of all liabilities of the corporation, including the costs and expenses of such dissolution, dispose of all the assets of the corporation exclusively for the exempt purposes of the corporation or distributed to an organization described in Section 501 (c)(3) or 170 (c)(2) of the Internal Revenue Code, 1986 or the corresponding provisions of any future federal law, as shall be selected by the last Board of Directors. None of the assets will be distributed to any Officer Board Member of the corporation. Any such assets so disposed of shall be disposed of by, and in the manner designated by, the state court having jurisdiction over the matter with the intent that such assets be transferred to an charitable institution to the extent possible for purposes of paying the costs education, health, and welfare of children and young adults ages 4 through 30 and thereby establish more prosperous conditions.

**Article IX – Statement of Nondiscrimination**
Notwithstanding any provision of these Bylaws, the corporation shall not discriminate against any Board Member, Officer, Employee, Member, applicant, participant, or person on the basis of sex, race, color, ethnicity or national origin.

**Article X – Amendments**
The Board of Directors shall have the power to amend, alter, make and repeal the Bylaws of the corporation by the Board of Directors and in the case of changing the Method of Election for the Board of Directors the approval of the majority of the Members is also required. In the absence of at least three Board Members on the Board of Directors, the Method of Election may be amended by the majority of the Members however expressed.

**Adoption of Bylaws; Authorization to file Articles of Incorporation**
Adopted by the Board of Directors by resolution and vote of all three Initial Officers and Directors on the date below so as to authorize the electronic filing of the above Articles of Incorporation with the Florida Department of State Division of Corporations:

Mayor Orlando Lopez

City Commission President/Vice Mayor Jose Diaz

Tom Gustafson

[Date]

[Date]

[Date]
UniversityCity Transit Services FY2016-2017

UniversityCity Transportation and Management Association of Sweetwater, Inc.

Mayor Orlando Lopez
President and Director, UniversityCity Transportation and Management Association of Sweetwater, Inc., City Hall, 500 S.W. 109 Ave., Sweetwater, Florida 33174, 305 221-0411

Vice Mayor Jose M. Diaz
Vice President and Director, UniversityCity Transportation and Management Association of Sweetwater, Inc., City Hall, 500 S.W. 109 Ave., Sweetwater, Florida 33174, 305 221-0411

Thomas F. Gustafson
Secretary/Treasurer and Director, UniversityCity Transportation and Management Association of Sweetwater, Inc., 11200 SW 8th Street, PC-523, Miami, Florida 33199, Email: tgustafs@fiu.edu, Office: 305 348-4748; Cell: 954 661-7848

Project Information

UPIN PFT0003348
Item-Segment Not assigned
Status In Development
DOT Project Manager -
Initiative UniversityCity Transit Service Operations
Project Category Public Transit
Project Type Service/Route enhancement
Project Name UniversityCity Transit Services
Grant related benefits
1. Request Info

<table>
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<tr>
<td>Phase Type</td>
<td>84 – Operations (Grant)</td>
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<tr>
<td>Work Mix</td>
<td>8064 – Transit Improvements</td>
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<td>Preferred Encumbrance Date</td>
<td>7/1/2016</td>
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<tr>
<td>Request Description</td>
<td>Funds to match available City of Sweetwater (Sweetwater) and Florida International University (FIU) financial commitments for the development of UniversityCity Transit Services (UTS) consisting of very innovative smart community transit, smart parking, and other UniversityCity-related services centered at Sweetwater, FIU’s Modesto A. Maidique Campus (MC), and FIU’s Engineering Center (EC) in Miami-Dade County that constitutes a feeder bus system to express bus stops, stations, and park-and-ride lots such that express bus service to the UniversityCity-related area can operate at bus rapid transit efficiencies.</td>
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2. Application

Base information

1. Briefly describe the activities, services, or products to be funded by this request as well as why assistance is being requested

We request funds to match available Sweetwater and FIU commitments for development of UTS which will operate four community transit routes enhanced by Informed Traveler Program and Applications (ITPA)-enabled demand-responsive smart transit and smart parking components. This service will utilize a fleet of nine improved public transit vehicles and one new 10-passenger electric or other low-emission small bus that will exhibit increased customer use due to: i) higher frequency; ii) better communications between passengers, drivers, and the operations center via ITPA communications and analysis to better understand how to optimize each trip; iii) improved passenger comfort; iv) significantly enhanced pedestrian oriented transit access; and, v) improved operational conditions.

The nine community transit vehicles are to be repaired, rebuilt, and enhanced, along with the purchase of one new vehicle, pursuant to the UniversityCity Prosperity Project TIGER Award Agreement as between USDOT, FDOT and FIU and shown at http://cake.fiu.edu/TIGER2013/20140605_FIU-US_DOT_Fully_Executed_TIGER_UniversityCity_Agreement_.pdf and the FY2015-2016 FDOT Service Development Grant award by FDOT with FIU and the related grant proposal as shown at http://cake.fiu.edu/TIGER2013/drop/post_submittal/ServDevProg_NOGA_FIU_FY1516_09112014.pdf

Improved operating conditions, extends to: a well-defined color scheme to help identify the vehicle for boarding purposes; reasonably quiet operation of the community transit vehicles; higher frequencies of community transit arrivals; comfortable stations and stops with covered and well-landscaped seating areas in pedestrian-oriented spaces; reading materials and sundry items for sale, snacks and beverages; easier access to the vehicles based on low floor designs or step up/ramp up curbing; more comfortable and spacious seating arrangements; Wi-Fi; on board charging of phones, tablets, and computers; air conditioning or other comfortable temperatures/humidity controls; pleasant and friendly vehicle drivers; useful information during the transport; and, reasonable continuous movement forward faster than a walking speed (3 miles per hour). UTS will use ITPA as an advanced software system for travel information designed to help every informed traveler to optimize each trip; ITPA is being developed with the UniversityCity Prosperity Project funds. See http://cake.fiu.edu/TIGER2013/drop/post_submittal/201409161535_ITPA_Phase_1_-_Design_and_Development_Plan_final.pdf. Part of the community transit service will be routed and/or scheduled dynamically, based on current and predicted demand. This highly innovative and responsive system will not only significantly improve public transit use in the UniversityCity area, but when shown to be successfully providing feeder bus passengers to express buses in an urbanized pedestrian-oriented community so as to reduce or eliminate operating subsidies, it will serve as a blueprint for successful improvements of public transit in other cities.

The requested FDOT funds will be expended with a 100% match by local funds: Sweetwater will contribute 80% ($400,000) and FIU will contribute 20% ($100,000). These funds will be provided to the UniversityCity Transportation and Management Association at Sweetwater, Inc. (UTMA@Sweetwater). UTMA@Sweetwater will operate the UTS starting sometime in the first six months of 2016 as shown by the attached UTMA@Sweetwater Articles of Incorporation and Bylaws.

Once operational, the UTMASweetwater will seek approximately $120,000 from those businesses north of the SR836 (Dolphin Expressway) for FY2016-2017 so that the Northern Route is provided with an additional bus or trolley to transport customers more frequently to destinations north of the Dolphin Expressway and to the proposed Miami-Dade Transit (MDT) Park-and-Ride Lot west of the Homestead Expressway of the Florida’s Turnpike (HEFT) at NW 12st Street and NW 122 Avenue (Dolphin Station). See http://www.miamidade.gov/transit/library/pdfs/misc/sr-836-express-bus-service-east-west-corridor.pdf

2. Is this project consistent, to the maximum extent possible, with local comprehensive plans and LRTP?

Yes.

a. Provide a list of comprehensive plans where project is cited, detailing page number.

The project is compliant to the maximum extent with the Sweetwater’s Comprehensive Plan, which commits Sweetwater to promote development which provides multi-modal transportation connectivity (pg. 22, objective 7), and to promote alternate transportation modes, including mass transit (pg. 22, policy 7.1).
3. **Is this project in a master plan?**

Yes.

   a. **Provide a list of master plans where the project is cited, detailing page number.**

The project is compliant to the maximum extent with FIU’s Campus Master Plan 2010-2020, which commits FIU to develop, operate, and maintain a safe and efficient multi-modal circulation system (pg. 11-1, goal 1.1), to encourage the use of local connector public transportation (pg. 11-6, policy 3.1.2.1) and to coordinate with MDT and local/host communities (pg. 11-1, objective 1.1.1).

4. **How does project facilitate the intermodal or multi-modal movement of people and goods?**

This project is integrated with FIU’s UniversityCity Prosperity Project; a major intermodal and multimodal improvement, including: i) a multitude of pedestrian-oriented transit access improvements such as plazas, signature pedestrian-oriented shared-use bridge, initial improvements for an Advanced Intermodal and Multimodal Station (AIMS) associated with the parking structures at MC adjacent US 41; ii) ITPA development; and, iii) development of a fleet of community transit vehicles (see http://cake.fiu.edu/TIGER2013/drop/post_submittal/20140630_UniversityCity_ProsperityPoster_Final.pdf and the attached summary). UTS operations grant in coordination with the UniversityCity Prosperity Project capital funds will facilitate increased pedestrian and bicycle trips in a complete street environment, develop a smart parking system, and establish a feeder bus service to MDT’s planned 836 Express and other express and local bus stops including the current Golden Panther Express (FIU’s inter-campus express service), and the allow for use of UTS vehicles (if this can be authorized on a temporary basis), when they not required for the four community transit routes, for service to and from Miami Intermodal Center on a fee for service basis until the MDT’s Express services become operational. It would be the intent of this grant to grow these smart community transit services such that by the time the 836 Express is expected to be operational in FY2019-2020 that all ten vehicles of the UTS fleet are operational as feeder buses to 836 Express buses.

5. **Describe impact of project to overall regional transportation system.**

The UTS is aimed at improving local and feeder bus service centered on: UniversityCity’s Main Street (SW109th Avenue); Brothers to the Rescue Memorial Plaza; the signature pedestrian-oriented, shared-use bridge; and AIMS. Proposed service extensions will also provide for UTS to reach both the MIC and the planned Dolphin Station, to the extent desired, authorized and financially feasible. The target group for UTS will be the more than 55,000 FIU students, faculty and staff (most of whom drive to campus every day), 20,000 Sweetwater residents, and eventually the millions of people who visit the retail establishments, governmental offices, educational facilities, and commercial businesses within Sweetwater north of the Dolphin Expressway and properties adjacent thereto (e.g., Dolphin Mall, Courtyard Miami at Dolphin Mall, International Mall, IKEA, Keiser University, University of Phoenix Miami Learning Center, Gold Coast Schools, La Covach, and Miami Free Zone).

6. **Describe significance of project to local area.**

Being integrated with the UniversityCity Prosperity Project, the UTS grant will help to cement the UniversityCity relationships between Sweetwater, FIU, and FDOT on an ongoing operational basis as a transformative complex of pedestrian-oriented, multimodal, and intermodal system of improvements in
the context of an elevated and urbanized community. By providing an advanced, healthy and educational enriched urban natural, built, and electronic environment, both TIGER/Service Development capital grants and this requested Service Development operational grant will support use of UniversityCity elements for long term prosperity in a balanced, just, sustainable community.

7. **Describe condition of existing facility (if applicable).**

See the Sweetwater Trolley at [http://www.cityofsweetwater.fl.gov/transit.html](http://www.cityofsweetwater.fl.gov/transit.html) as well as the map in the summary showing the route navigated every one and a half hours by one of the several trolleys or small bus vehicles that operates during the hours from 8:00 AM to 7:00 PM Monday through Friday and from 8:30 AM to 5:00 PM Saturday and Sunday. Also see FIU’s CATS Shuttle and the Golden Panther Express services described at [http://parking.fiu.edu/Transportation/Pages/CATS.aspx](http://parking.fiu.edu/Transportation/Pages/CATS.aspx) and [http://parking.fiu.edu/Transportation/Pages/GPE.aspx](http://parking.fiu.edu/Transportation/Pages/GPE.aspx) as well as the map in the summary showing the that two CATS vehicles operating in tandem to navigate between MC and EC during the hours from a 6:10 AM to 10:50 PM and the two Golden Panther Express buses operating in tandem to navigate between MC and the Biscayne Bay Campus in North Miami, Florida during the hours from 6:40 AM to 11:50 PM.

8. **Include any additional justification.**

It is most important for FDOT to continue in their efforts to join with USDOT, FIU, and Sweetwater in this important effort to improve the built, natural, and electronic environment so as to create a prosperous, resilient and sustainable community. It is the intent to use this grant to solidify the ongoing relations through the full funding of UTMA@Sweetwater as the operational entity to whom the ITPA and community transit vehicles are deployed so that once capital funding is complete there is a professional team operating within the improved environment to assure that infrastructure, intelligent transportation system and transit rolling stock improvements are put to good use and maintained over the long term.

**Public Transit Project Information**

1. **Is this project listed in the most recent TDP?**

   Yes.

   a. **TDP PG. #**

As a condition of this grant, it is proposed that the first project to be undertaken by the UTMA@Sweetwater Board of Directors is to develop a Transit Development Plan that would more specifically identify the UTMA@Sweetwater goals, objectives, and projects as more broadly framed in the attached UTMA@Sweetwater Bylaws. The proposed measures are compliant with the Sweetwater’s Comprehensive Plan (see [4]), which commits Sweetwater to promote development providing “multi-modal transportation connectivity” (pg. 22, objective 7), and to promote “alternate transportation modes, including mass transit” (pg. 22, policy 7.1); and FIU’s Campus Master Plan 2010-2020 (see [5]), which commits FIU to “develop, operate, and maintain a safe and efficient multi-modal circulation system” (pg. 11-1, goal 1.1), to “encourage the use of local connector public transportation” (pg. 11-6, policy 3.1.2.1) and to “coordinate with Miami-Dade Transit and local/host communities” (pg. 11-1, objective 1.1.1).
2. **Route related**
   a. This service is an significant expansion over the current Sweetwater Trolley Routes and CATS shuttle route as described above and consists of four routes, one of which runs east to west through Sweetwater such that this vehicle operating within the demand-responsive route can respond to UTMA@Sweetwater member requests, when transmitted through ITPA, for transport to the destinations within Sweetwater or the stations and stops where with express bus service or community transit service is available.

   Route extension/route enhancement/New local service/New regional service

3. **Will this project have BRT elements?**

   Yes.

   a. **Types of BRT elements (check all that apply)**
      i. **Running ways** -
         The UTMA@Sweetwater smart community transit service with smart parking will provide a feeder bus service to the express bus services of the Golden Panther Express, 836 Express & other express bus services over time w/ 10 minutes or less frequencies.

      ii. **Stations** –
          2013 TIGER/UniversityCity proposal assumes AIMS built over time at PG6 and current TIGER Award Agreement makes improvements for Golden Panther Express stop east of PG5; with MDT's 836 Express, AIMS improvements will be planned & built.

      iii. **Fare collection** –
          The community transit service will be free as the Sweetwater Trolley and CATS Shuttle it replaces was free at point of access to transit. Other UTMA@Sweetwater services will be fee generating as appropriate and authorized.

      iv. **Vehicles** –
         UTS vehicles are ITPA-enabled smart community transit where customers, drivers & operation center via ITPA communication and analysis better understand how to optimize each trip; charging stations, Wi-Fi, and more comfortable seating are provided.

      v. **Route Structure and Schedule** –
         Some UTS will be routed and/or scheduled dynamically, based on current and predicted state of traffic and responsive to current and predicted demand.

      vi. **Advanced Technology** –
         UTS vehicles will be equipped with ITPA technology.

      vii. **Signal Priority** –
UTMA@Sweetwater will seek from Miami-Dade Public Works use of transit signal priority technology in the UniversityCity area and in trips to the MIC.

4. **Will service be provided on transit emphasis corridor?**

   No.

   - **Corridor name**
   - **Expected number of**
     - **One way trips**
     - **Headways**
     - **Peak times**

5. **Does this project have local support? Provide details.**

   Yes. This project has the full support of the UTMA@Sweetwater and its Initial Officers and Directors, as well as of the City of Sweetwater (represented by the Sweetwater City Commission President Jose M. Diaz and Sweetwater Mayor Orlando Lopez), and FIU (represented by Kenneth A. Jessell, Senior Vice President and Chief Financial Officer). See attached endorsement letters.

6. **Will the project provide regional or local service? Provide details.**

   The project will provide local community transit services for the UniversityCity area at Sweetwater and FIU to the AIMS at MC for transfer to: Golden Panther Express for FIU students, faculty, and staff east of Parking Garage 5 at MC; and, 836 Express when it becomes operational in 2019 at the Panther Station (Parking Garage 6) at MC. When additional funds are sourced from businesses north of the Dolphin Mall, UTS will be further enhanced and extended (more frequent Northern Route service and Mall/Express Route services). The pedestrian-oriented transit access improvements, AIMS improvements, and managed lanes on the HEFT and Dolphin Expressway, in combination with the ITPA-enabled smart transit and parking which provide feeder bus services will allow the express bus services to operate at BRT efficiencies.

7. **List expected project target goals and how they will be monitored.**

   The project's target are: the establishment of an innovative transit service in the UniversityCity area comprising of four conventional community transit lines, enhanced by demand-responsive components; a decreased number of car trips; and raised transit, pedestrian, and bicycle use. FIU’s 2013 TIGER grant provided, with the FY2015-2016 Service Development Grant, for capital improvements and a requirement to measure performance as to increased pedestrian and bicycle use, parking utilization, user surveys, parcel occupancy and values and ITPA technology will used to count increasing use of community and express transit. Further, the UTMA@Sweetwater Bylaws call for the UTMA@Sweetwater to survey members to determine attitudes and usage of smart parking, smart community transit and other UTMA@Sweetwater services and such other matters that would be useful in the reports as required by the TIGER Award Agreement and that surveys shall be performed, thereafter, through agreements with FIU and UTMA@Sweetwater in order to measure performance and impacts due to improvements and analyze what new improvements might be useful so as to improve performance.
8. List potential trip generators, activity centers to be served and how they will be monitored.
   a. Trip Generators

MC and EC (55,000 FIU students), Sweetwater (20,000 residents), Dolphin Mall (1,400,000 square feet of retail space) and the similar sized Miami International Mall, the commercial strip along SW 107th Avenue and SW109th Avenue, and the Target/Publix and Walmart locations (see map in summary).

   b. Major Activity Centers

Green Library, City Hall, CHIPPA (when built as to means to complete UniversityCity as envisioned in the 2013 TIGER/UniversityCity proposal at [http://cake.fiu.edu/TIGER2013/drop/Narrative.pdf](http://cake.fiu.edu/TIGER2013/drop/Narrative.pdf)), Sweetwater’s Main Street and the Brothers to the Rescue Memorial Plaza (when built), 109th Towers (living quarters for 2,000 students), Plaza Suites II (living quarters for more than a 1,000 students, in development), FIU Ambulatory Care Clinic, commercial and retail businesses on SW/NW 107th Ave and SW 109th Avenue, FIU Engineering Center, Dolphin Mall, International Mall, and the other retail, Courtyard Miami at Dolphin Mall, IKEA, Keiser University, University of Phoenix Miami Learning Center, Gold Coast Schools, La Covacha, and Miami Free Zone (see map in summary).

   c. Expected Ridership
      i. First six months
       650 per day
      ii. First year
       1,000 per day
      iii. Thereafter
       1,200 per day

9. Describe marketing strategies for projected service.

As the UTS will be integrated with ITPA, it will have a guaranteed presence on the smartphones of up to 55,000 students and over 6,000 faculty and staff members and a yet to be determined number of: Sweetwater residents; businesses (and their owners, employees, and customers) located in Sweetwater and FIU; and visitors to FIU and Sweetwater.

3. Funding

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