



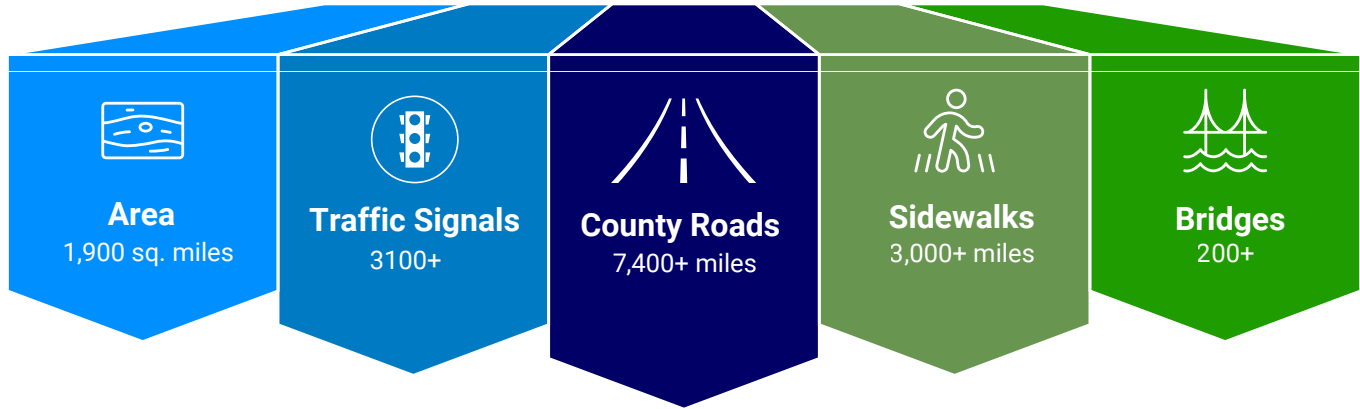
POTENTIAL IMPLEMENTATION OF TRANSPORTATION MANAGEMENT ASSOCIATIONS (TMA) IN MIAMI-DADE

VIRTUAL WORKSHOP
AUGUST 29, 2025

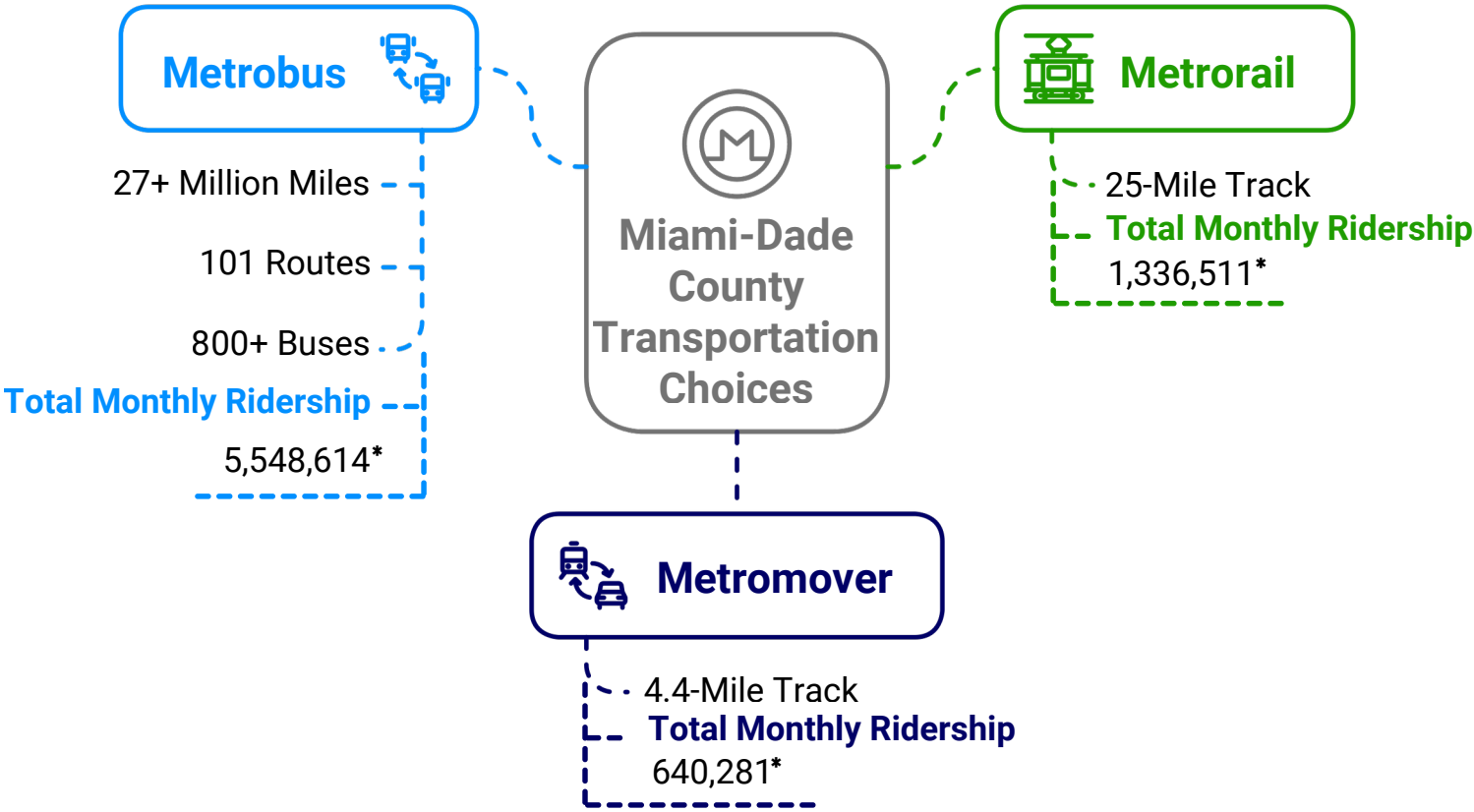




GEOGRAPHIC/INFRASTRUCTURE OVERVIEW OF MIAMI-DADE COUNTY



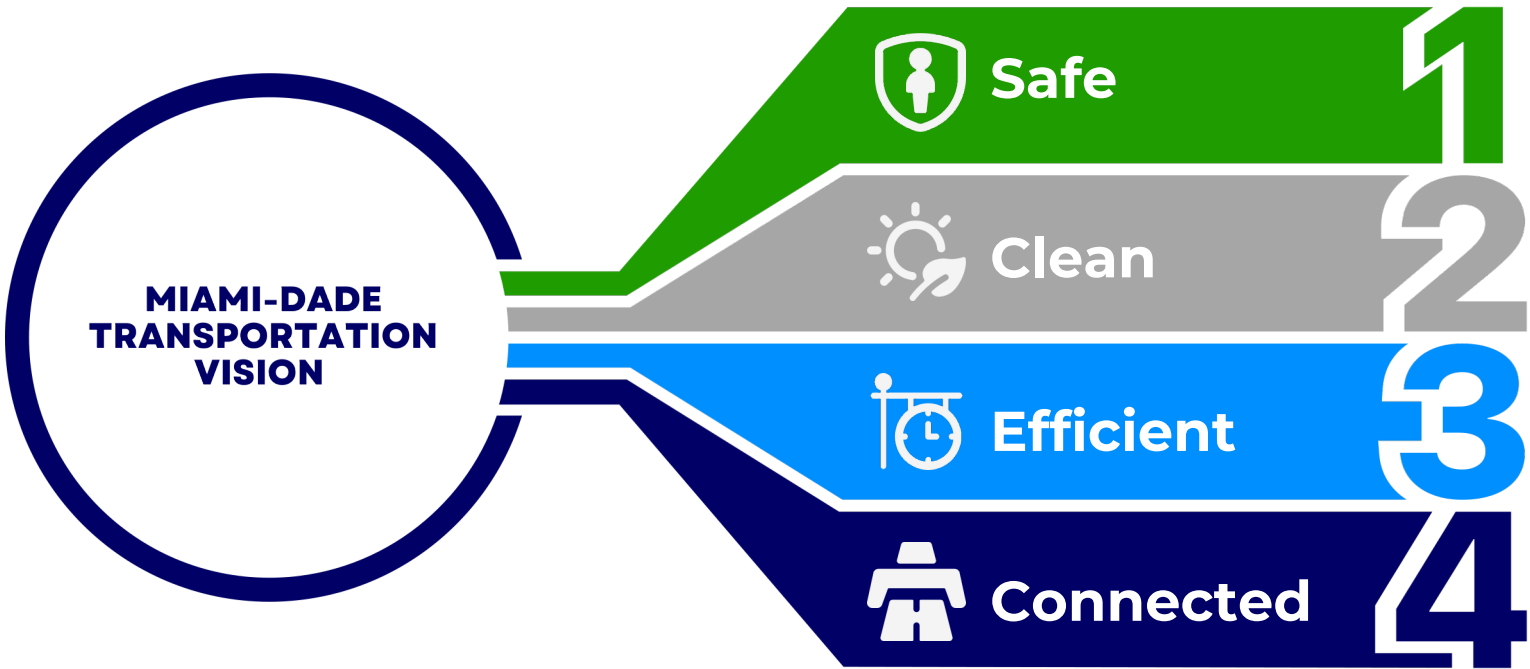
METRO TRANSIT SYSTEM OVERVIEW



SOURCE: RIDERSHIP TECHNICAL REPORTS (FY24)

* Average

MIAMI-DADE'S MULTIFACETED TRANSPORTATION VISION

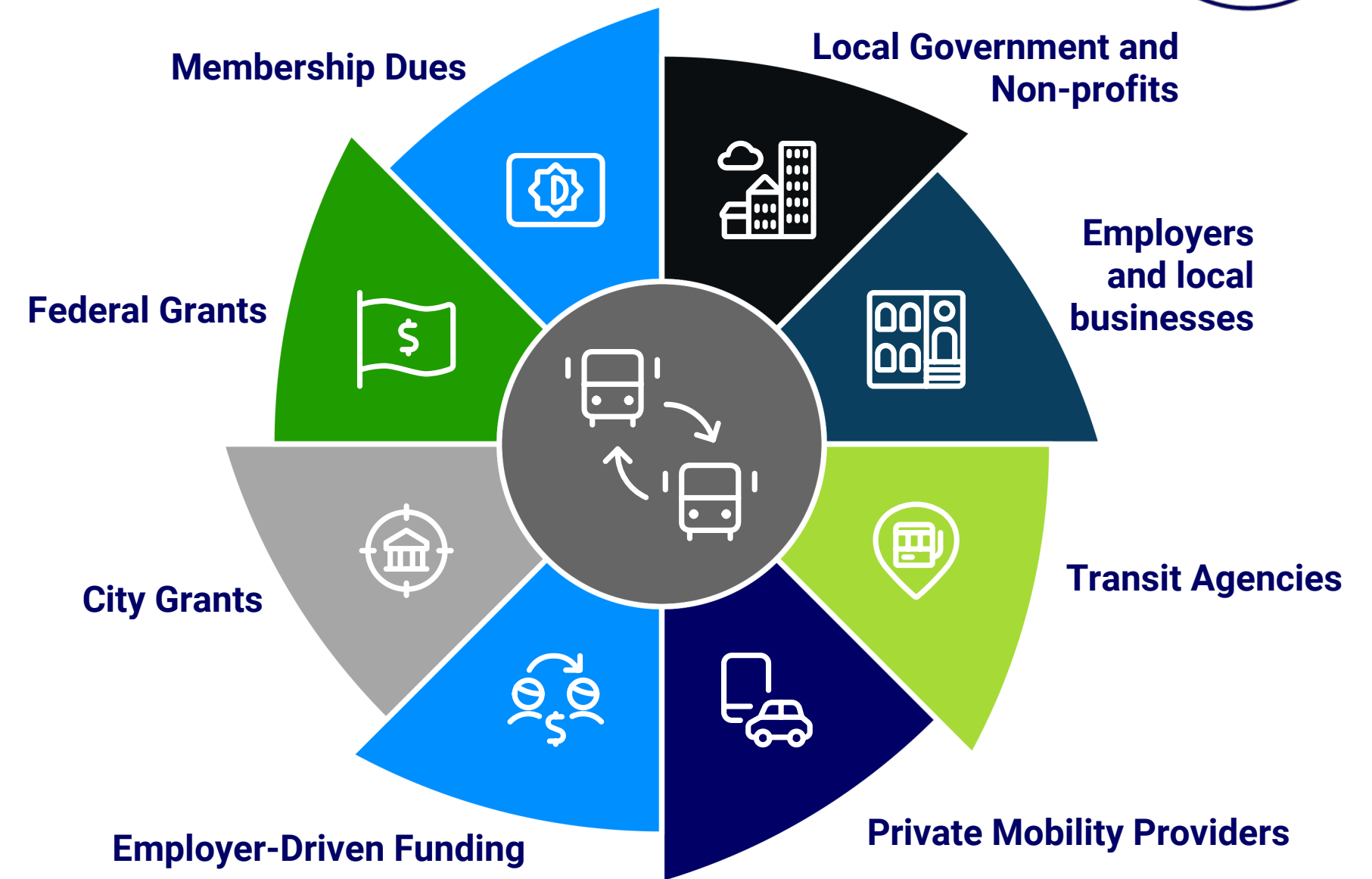
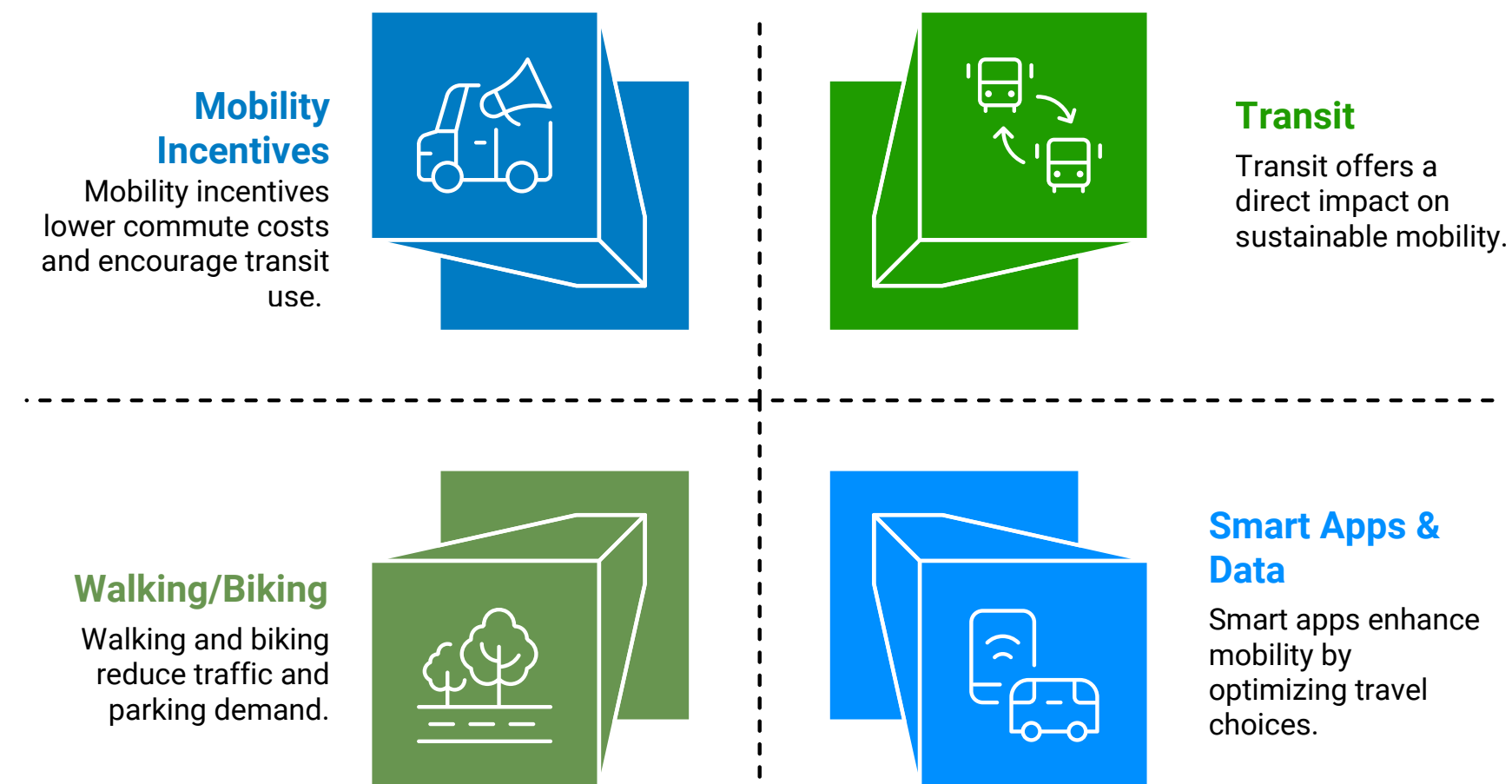


- 1** Promoting a culture of safety and security by making Miami-Dade streets, paths, and transportation services accessible to all and driven by data to ensure the highest quality of service.
- 2** Delivering transportation in Miami-Dade that is resilient to climate impacts now and sustainable for future generations.
- 3** Committed to utilizing Miami-Dade County's street space, data, and operations to minimize travel time and cost, and to maximize quality of life.
- 4** Providing Miami-Dade residents, workers, and visitors a transportation network that allows them to readily get to the places they choose to work, play, and learn.

SHIFT3O5 PILLARS

WHAT IS A TMA?

Transportation Management Associations (TMAs) are nonprofit, member-supported organizations that work to enhance mobility and promote seamless connectivity across a defined geographic area—typically business districts, employment centers, or rapidly developing corridors. Their efforts focus on improving transportation options, reducing traffic congestion, and coordinating multimodal strategies that support accessible, efficient movement for commuters, residents, and visitors alike.



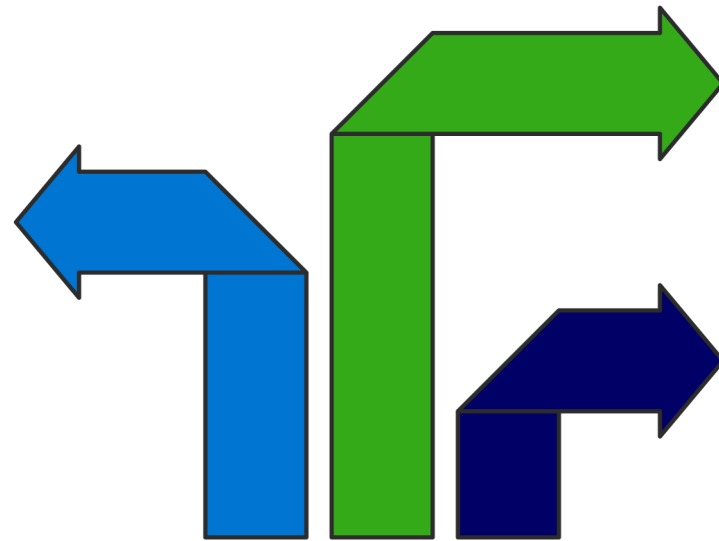
ELEMENTS OF A SUSTAINABLE TMA

TMA STRATEGIES FOR SUSTAINABLE MOBILITY

HOW TO IMPROVE TRANSPORTATION IN MIAMI-DADE?

Employer-based Programs

Encourage commuter shifts from single-occupancy vehicles through employer-supported initiatives.



First- and Last- Mile Solutions

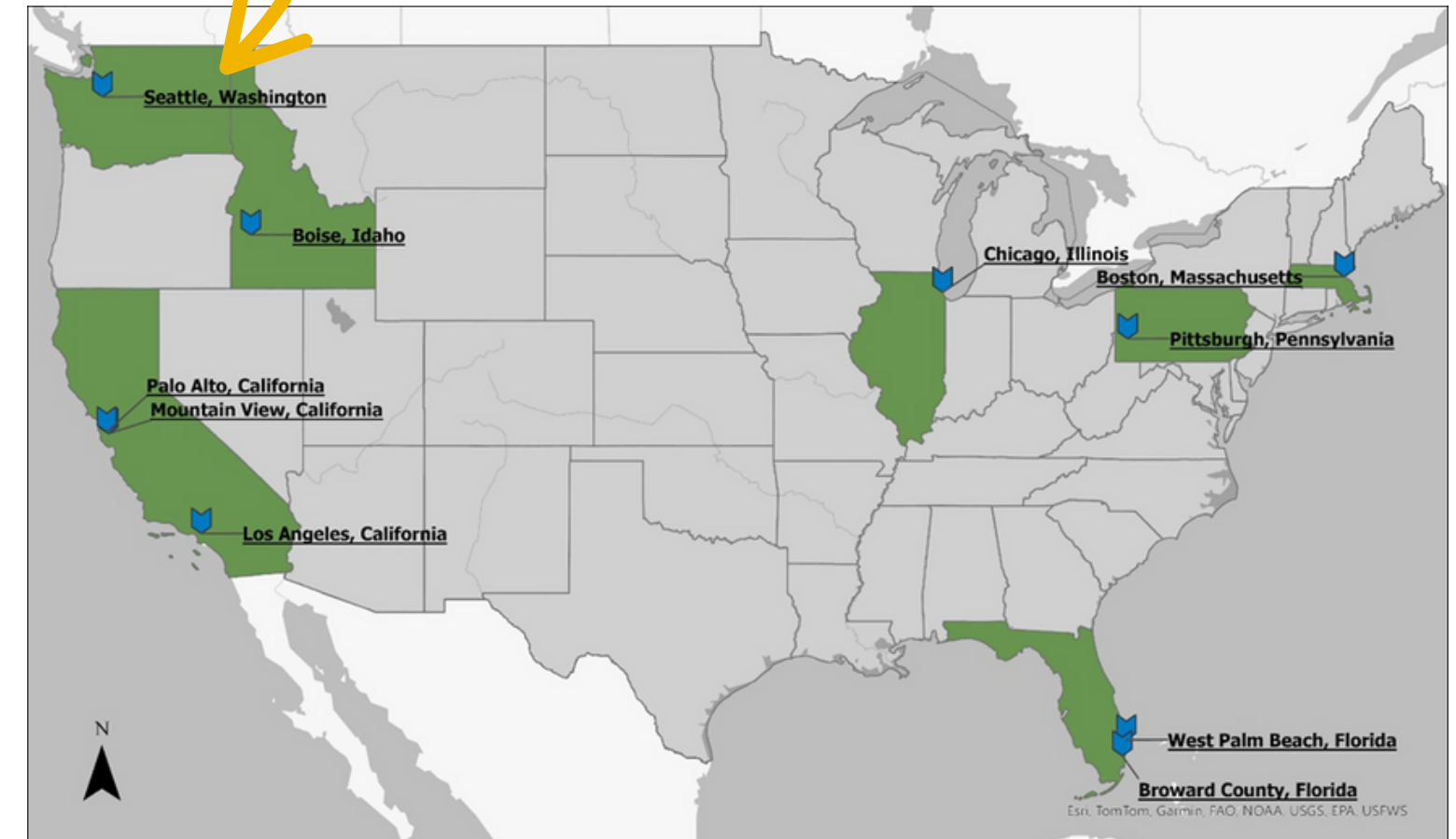
Enhance multimodal connections to improve accessibility and reduce congestion.

Public-Private Partnerships

Establish sustainable funding and support through partnerships with local businesses, non-profits, and agencies.

TMA-LED INITIATIVES

- **Corporate Transit Pass sales** (Seattle: 1800 employers & 60% of KCM boardings)
- **Modesplit measurement & targets** (Denver, Boston, Seattle)
- **Establishment of Commuter Benefits as a norm**
- **Supportive programs & infrastructure for biking, carpooling, vanpooling**
- **Shuttle and on-demand operations oversight** (Boston area, Seattle)

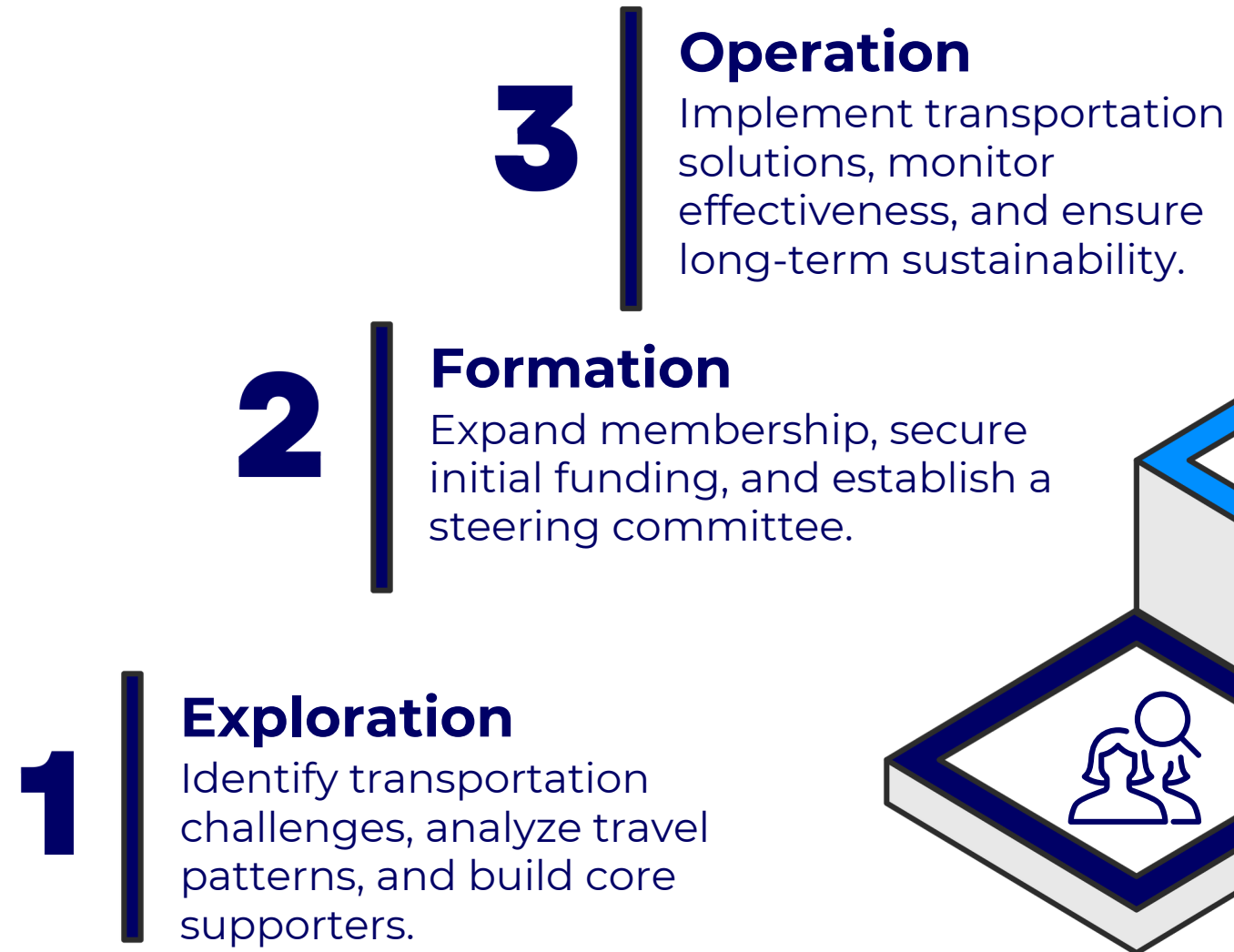


CASE STUDIES REVIEWED



Name of TMA	Location	Model	Best Practices
WPBgo (2021 – Current)	West Palm Beach, Florida	501(c)3 non-profit public-private partnership with Board of Directors	Integration with Transit App
Commute Broward (1992 – Current)	Broward County, Florida	501(c)3 non-profit public-private partnership with Board of Directors	Countywide Focus
			Trip Planning Tool
City Go Boise (2018 – Current)	Boise, Idaho	Public-private partnership with the Capital City Development Corporation (CCDC)	Personalized mobility solutions for member businesses
			Stakeholder Engagement
MVgo (1975 – Current)	Mountain View, California	501(c)3 non-profit public-private partnership with Board of Directors	Diversified funding mechanism
			Stakeholder engagement
Palo Alto TMA (2005 – Current)	Palo Alto, California	501(c)3 non-profit public-private partnership with Board of Directors	Equity-focused programs
			Partnerships with carpooling apps
FASTLinkDTLA (2018 – Current)	Los Angeles, California	501(c)3 non-profit public-private partnership with Board of Directors	Data-driven strategies
			Pilot of new programs for real-time feedback
A Better City (1989 – Current)	Boston, Massachusetts	501(c)3 non-profit public-private partnership with Board of Directors	Integration with GoMassCommutes platform
Commute Seattle (2004 – Current)	Seattle, Washington	501(c)3 non-profit public-private partnership with Board of Directors	Free staff consulting to local agencies needing mobility solutions
TMA of Lake Cook (1992 – 2024)	North Cook and Southeast Lake Counties, Illinois	501(c)4 non-profit public-private partnership with Board of Directors	Funding mechanism
Move PGH (2021 – 2023)	Pittsburgh, Pennsylvania	Pilot Program through the City’s Department of Mobility and Infrastructure (DOMI) and the Pittsburgh Mobility Collective (PMC)	MaaS Platform

CASE STUDIES SUMMARY



KEY STAGES OF TMA ESTABLISHMENT

1 | Identifying key geographic areas for TMA impact.

2 | Collaboration with government and business entities.

3 | Diverse funding from state, city, non-profit, and private sectors.

4 | Diverse staffing to meet TMA operational needs.

5 | Addressing transportation, parking, and mobility programs

Geographic Focus

Supported By

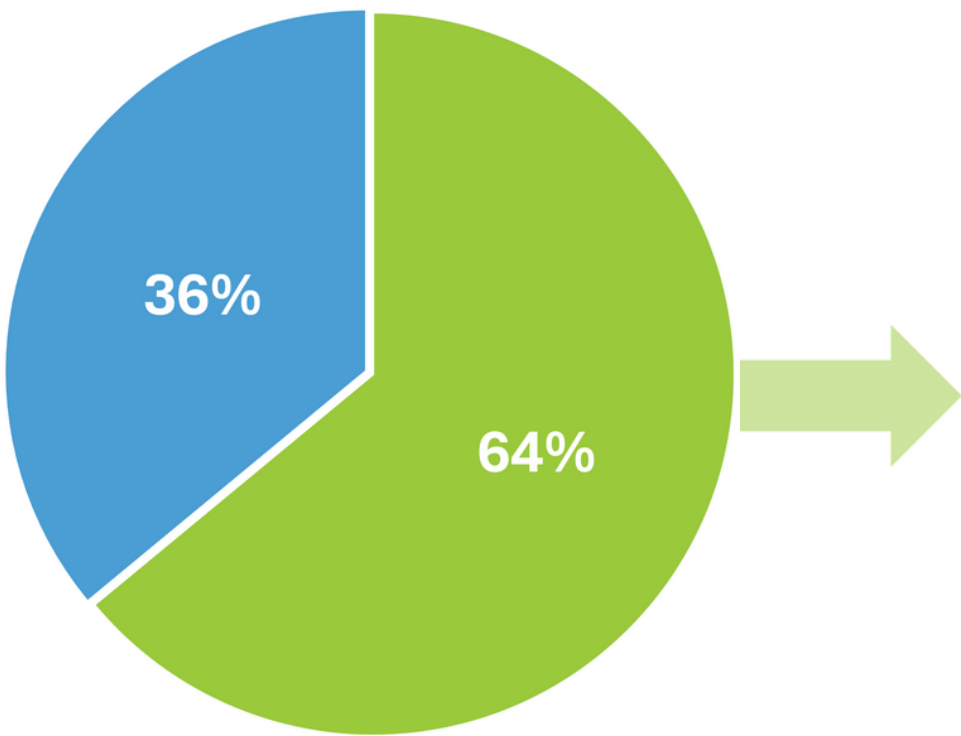
Funding Sources

Staffing

Key Focus Areas

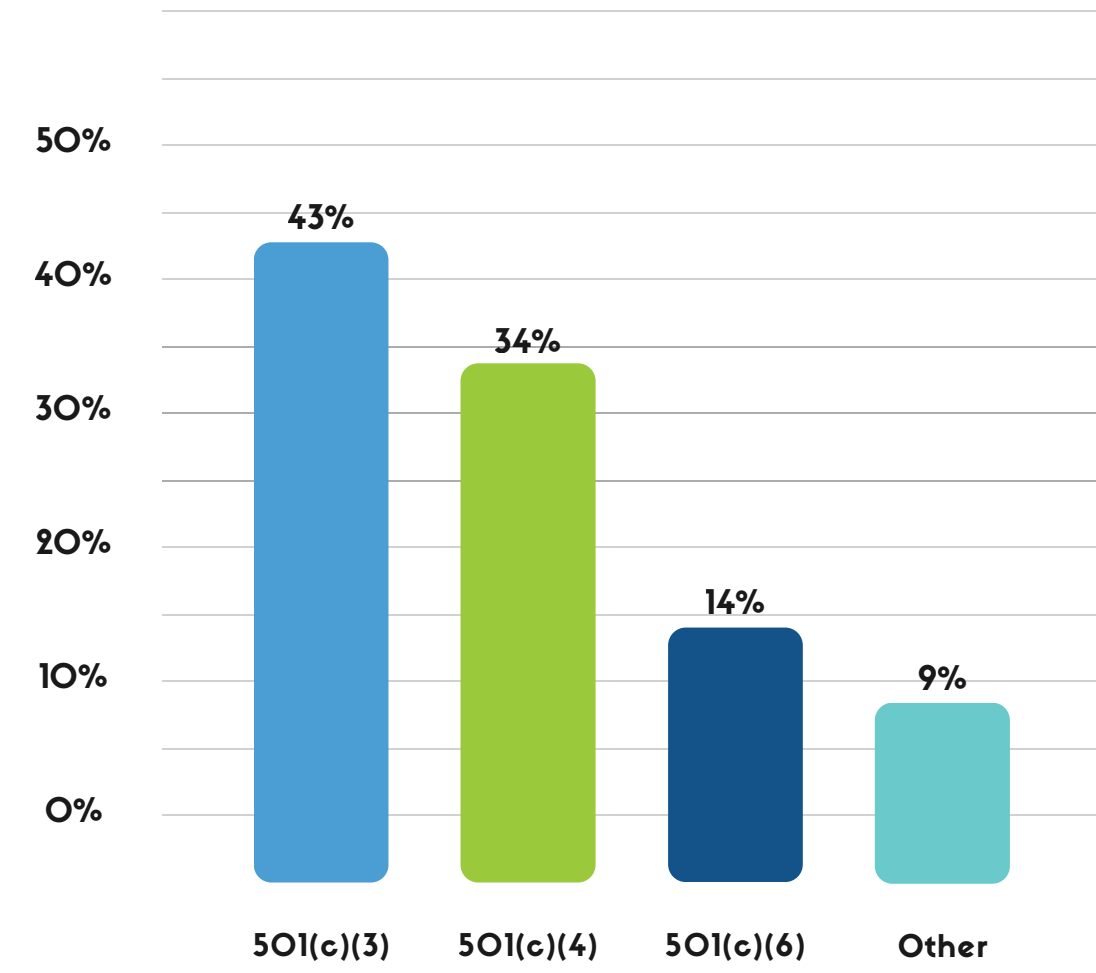
TMA Formation

BUILDING BLOCKS OF TMA



■ Independently incorporated
■ Not independently incorporated

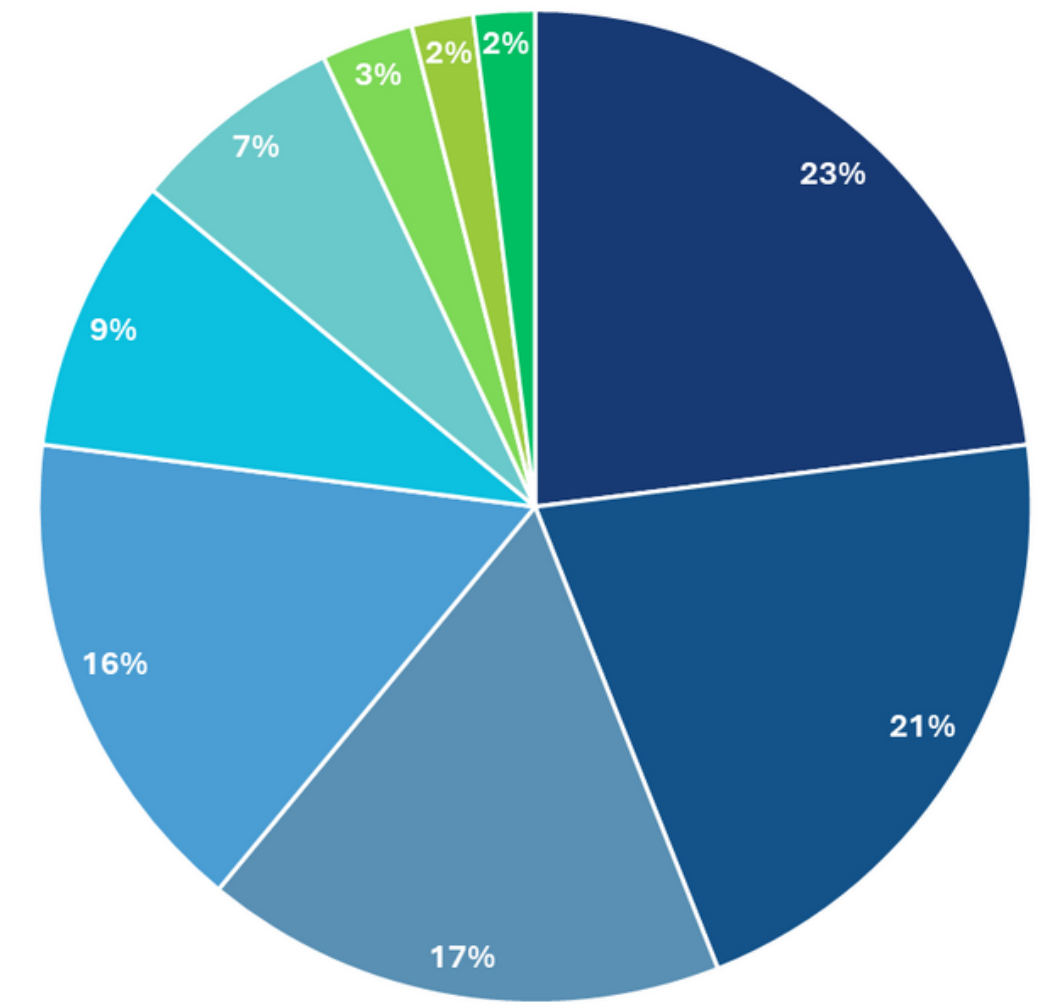
**NATIONAL IRS CLASSIFICATIONS
FOR TMAs**



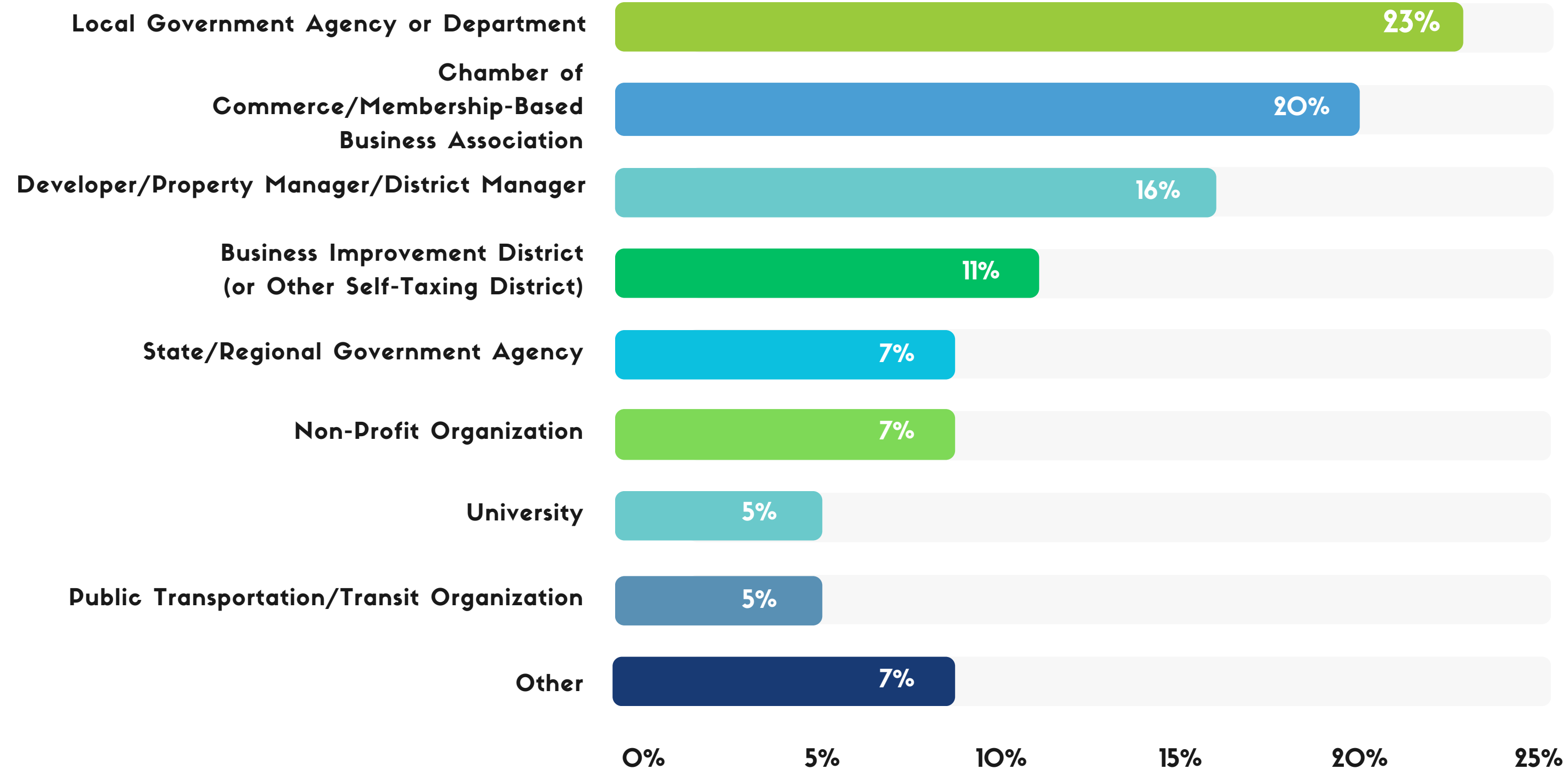
SOURCE: ACT 2019 TMA SURVEY

SOURCE: ACT 2019 TMA SURVEY

- Regional
- Central Business District/City Center/Downtown
- Inner Urban Business Precinct/Activity District
- Countywide/Citywide
- Suburban Business Precinct/Activity District
- Other
- Corridor
- University Activity Center
- Airport Activity Center

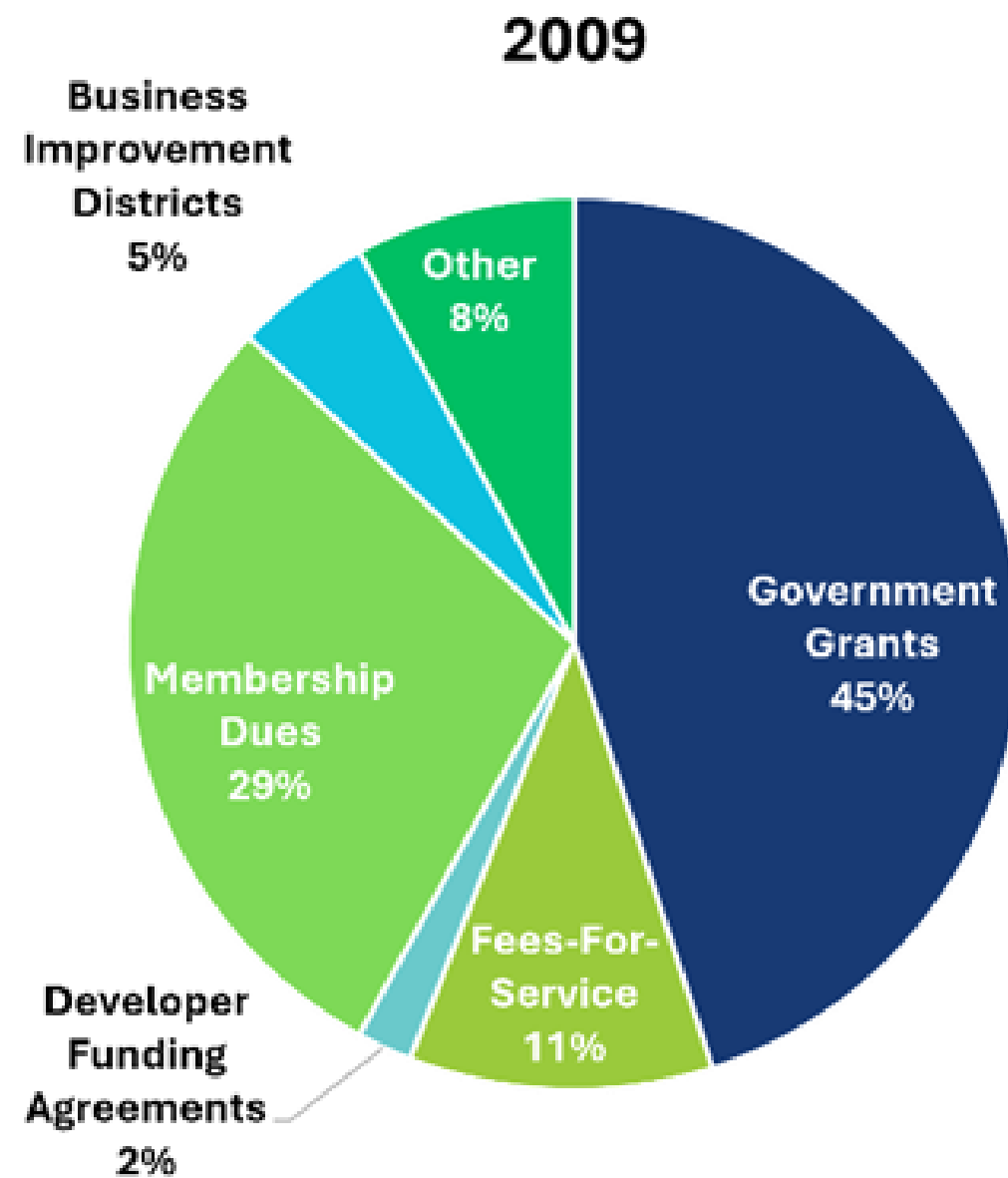


**GEOGRAPHIC SCOPE OF TMAs IN THE
UNITED STATESs**

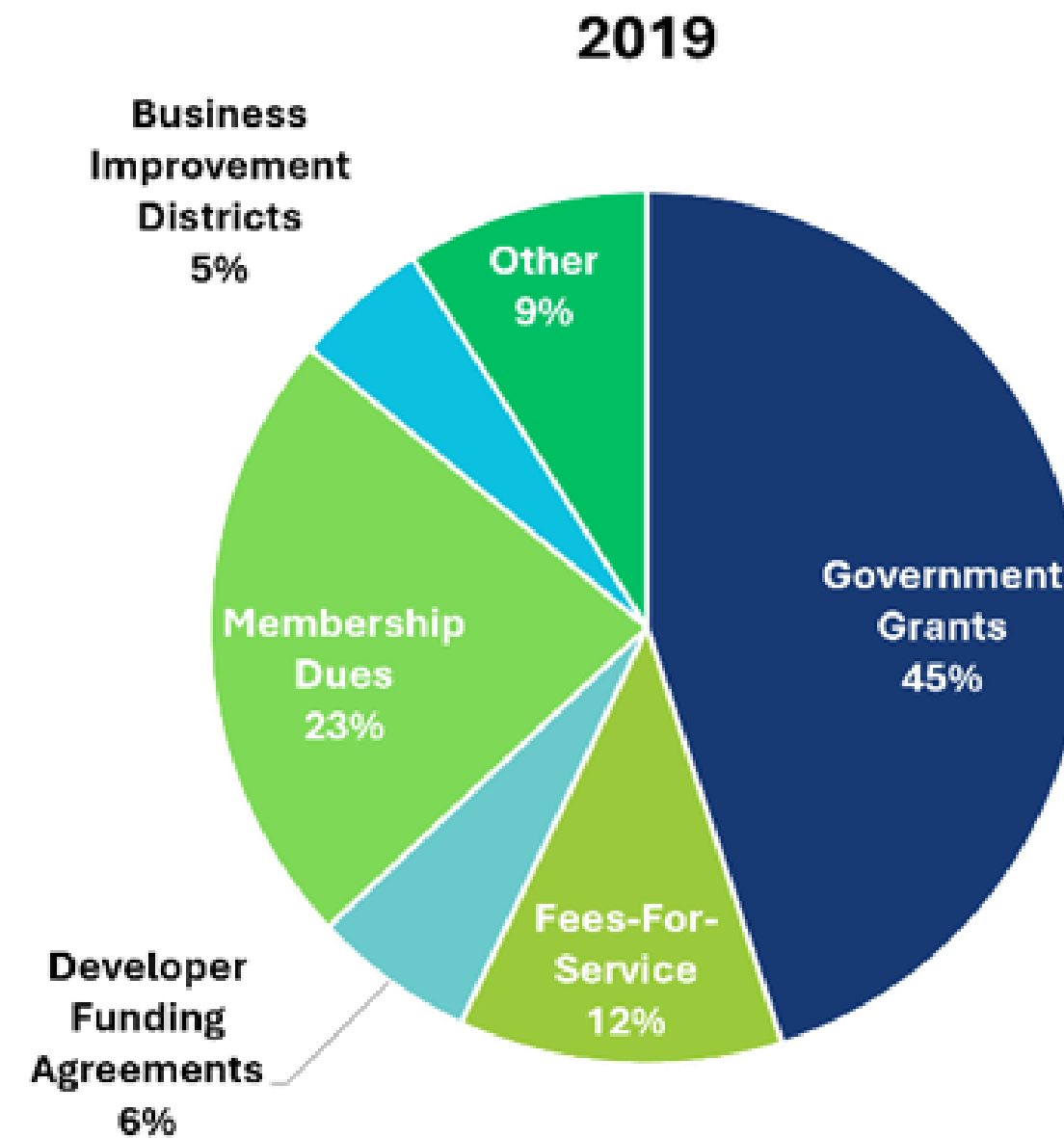


TMA SUBSIDIARY PARTNERS

SOURCE: ACT 2019 TMA SURVEY



- For Membership Dues in 2009:**
- 20% of TMAs received 90% or more of their revenue from dues
 - 21% of TMAs received 1 – 10% of their revenue from dues
 - 58% of TMAs got at least some revenue from dues



- For Membership Dues in 2019:**
- 11% of TMAs received 90% or more of their revenue from dues
 - 15% of TMAs received 1 – 10% of their revenue from dues
 - 51% of TMAs got at least some revenue from dues

SOURCE: ACT 2019 TMA SURVEY

CHANGE IN TMA FUNDING SOURCES



TYPES OF TMA STAFF STRUCTURES

EFFICIENT MODEL

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
1 full-time employee	\$100,000/yr Staffing Only	\$200,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a small city or small- to medium-sized business/activity center. Impacts are somewhat limited.			
POSITION		RESPONSIBILITIES	
Executive Director, Part Time (35%)		Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)	
Program Manager, Part Time (65%)		Program development Service contract oversight All program outreach & engagement (Mode Shift Support) Marketing and Promotions Measurement and Evaluation	

SMALL/MEDIUM CITY MODEL – OPTION 1

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
2 full-time employees Option 1	\$200,000/yr Staffing Only	\$400,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a small city or small- to medium-sized business/activity center.			
POSITION		RESPONSIBILITIES	
Executive Director, Full Time		Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)	
Program Manager, Full Time		Program development & management Service contract oversight Marketing and Promotions (if not delegated) Measurement and Evaluation Events planning Oversee Transportation Services, if a TMA function	



TYPES OF TMA STAFF STRUCTURES

SMALL/MEDIUM CITY MODEL – OPTION 2

MEDIUM-SIZE CITY (OR EQUIVALENT) PARTNERSHIP

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
2 full-time employees Option 2	\$200,000/yr Staffing Only	\$400,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a small city or small- to medium-sized business/activity center.			
POSITION	RESPONSIBILITIES		
Executive Director, Part Time (50%)	Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)		
Program Manager, Part Time (50%)	Program development Program oversight Service contract oversight Marketing and Promotions (if not delegated) Measurement and Evaluation Events planning Outreach and engagement support when needed Oversee Transportation Services, if a TMA function Quality Control		
Outreach Coordinator, Full Time	All program outreach and engagement (Mode Shift Support) Marketing and Promotions (if delegated) Events planning		

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
4 full-time employees	\$200,000/yr Staffing Only	\$750,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a medium-sized city or large business district.			
POSITION	RESPONSIBILITIES		
Executive Director, Full Time	Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)		
Program Manager, Full Time	Program development Program oversight Service contract oversight Measurement and Evaluation Quality Control Oversee Transportation Services, if a TMA function		
Coordinator: Marketing + Events, Full Time	Marketing and Promotions Events Planning and Execution Outreach and Engagement		
Outreach Coordinators, Full Time	All program outreach and engagement (Mode Shift Support) Events support		



TYPES OF TMA STAFF STRUCTURES

LARGE CITY BUSINESS DISTRICT (OR EQUIVALENT) PARTNERSHIP

MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
7 full-time employees	\$200,000/yr Staffing Only	\$1,500,000/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a medium to large city or large collection of business districts			
POSITION	RESPONSIBILITIES		
Executive Director, Full Time	Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)		
2x Program Managers, Full Time (dividing oversight of multiple programs and staff)	Program development Program oversight Service contract oversight Quality Control		
Manager, Marketing & Events, Full Time	Marketing and Promotions Events Planning and Execution Outreach and Engagement Support		
Data Analyst	Measurement and Evaluation Outreach and Engagement Support		
2x Outreach Coordinators, Full Time	All program outreach and engagement (Mode Shift Support) Events support		

LARGE-SIZE CITY (OR EQUIVALENT) PARTNERSHIP

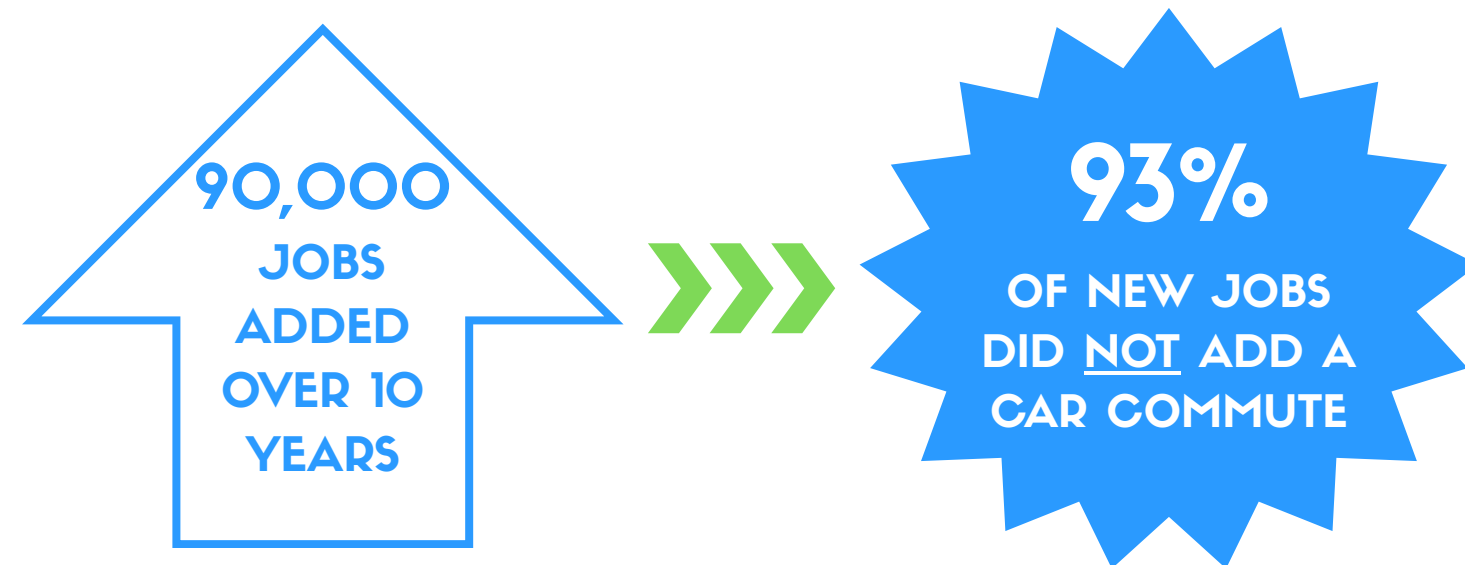
MODEL	PHASE 1 BUDGET	PHASE 2 BUDGET	STAFFING % BUDGET
10 full-time employees	\$200,000/yr Staffing Only	\$2,000,000+/yr Staffing + Programs	Phase 1: 80-100% Phase 2: 45%
Serves a large city or large collection of business districts, with a robust array of programming.			
POSITION	RESPONSIBILITIES		
Executive Director, Full Time	Strategy development Board engagement Pursuit of partner funding Service contract negotiations (if any, at direction of board) All public communications Advocacy (if any, at direction of board)		
2x Program Manager, Full Time (dividing oversight of multiple programs and staff)	Program development Service contract oversight Measurement and Evaluation Quality Control		
Manager, Marketing + Events, Full Time	Marketing and Promotions Events Planning and Execution Outreach and Engagement		
Events Coordinator	Supports execution of events and promotions Reports to Manager, Marketing		
Data Analyst	Measurement and Evaluation Outreach and Engagement Support		
4x Outreach Coordinators, Full Time	All program outreach and engagement (Mode Shift Support) Events support		

SUCCESS STORIES: IS CAR-FREE GROWTH POSSIBLE?

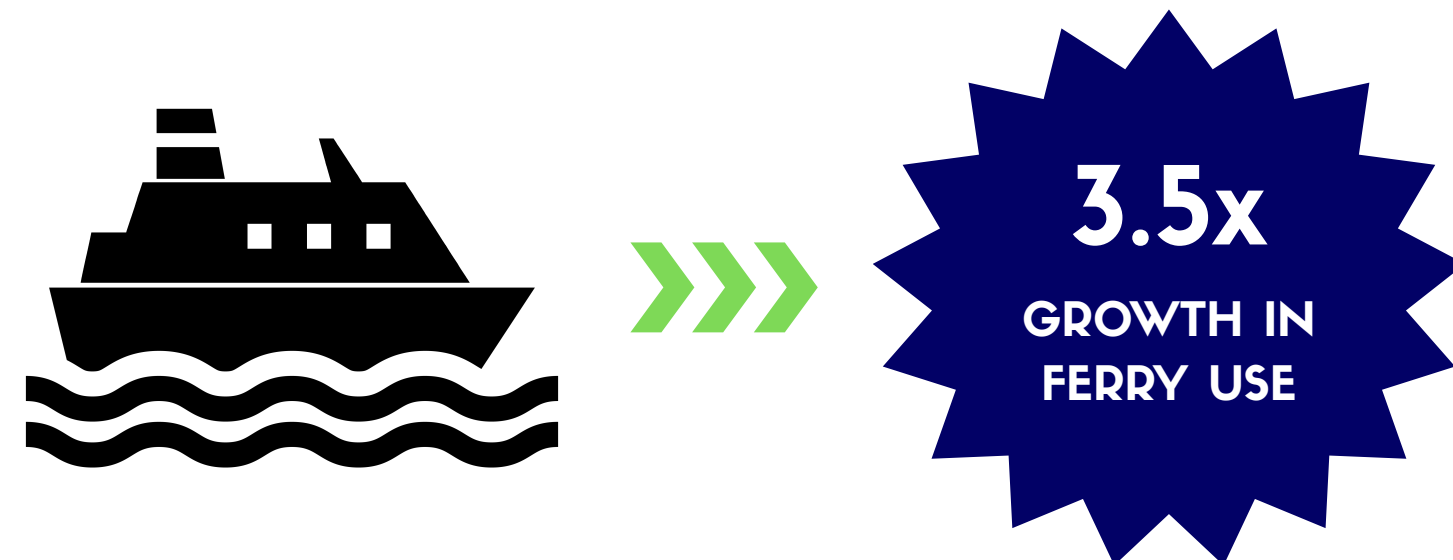
TMA's often focus on reducing the community traffic downsides of additional housing, jobs & amenities



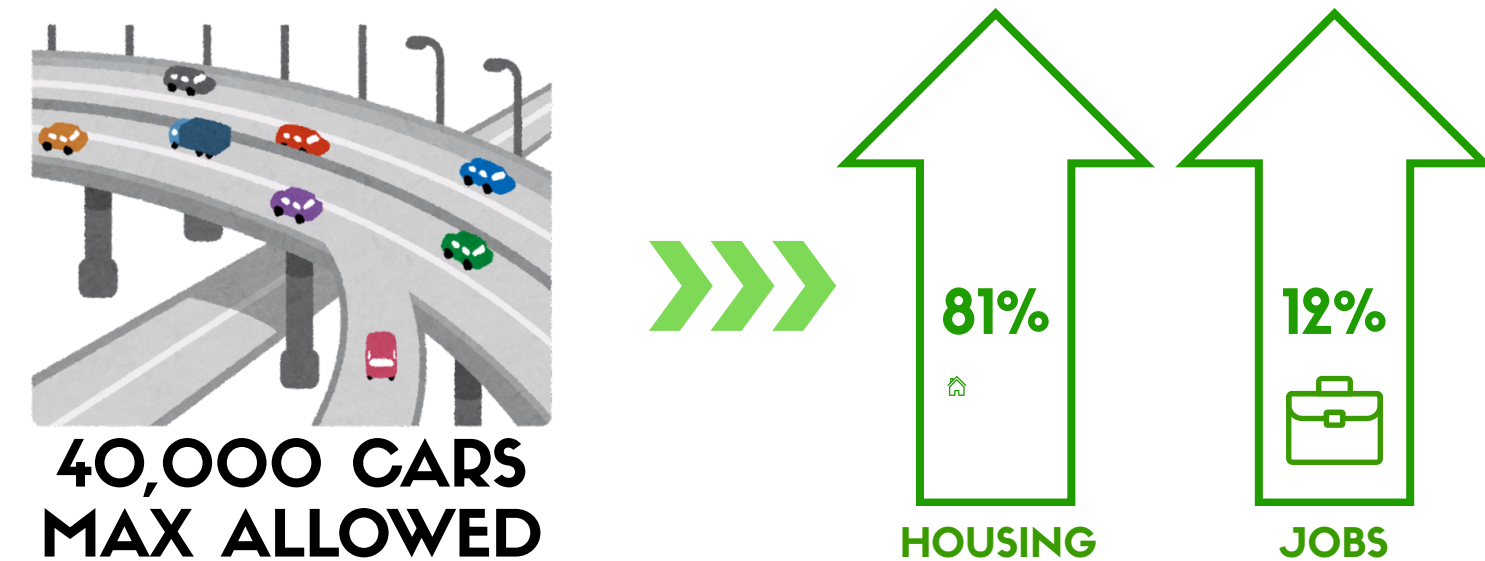
SEATTLE, WASHINGTON Commute Seattle



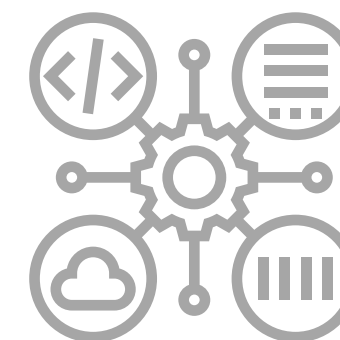
BOSTON, MASSACHUSETTS Seaport TMA



SOMERVILLE, MASSACHUSETTS Assembly Connect



ATLANTA, GEORGIA Clifton Corridor TMA, Perimeter Connects, Livable Buckhead



CUSTOMIZED
EMPLOYER
PROGRAMS

- Shuttles replacing 15,000 car trips
- Mercedes Benz Arena seeing 10% trip reduction
- Emory University student transit passes to fully replaced lost student parking
- Specialized vanpool programs offered



COUNTYWIDE ASSESSMENT FOR TMA PLANNING

- Area
- Daytime Population
- Workforce Population
- Transit Volume Index
- Transit Volume Index per mi²
- Transit Service Index
- No. of Businesses

**HYPERLOCAL APPROACH vs.
REGIONAL EFFORTS**

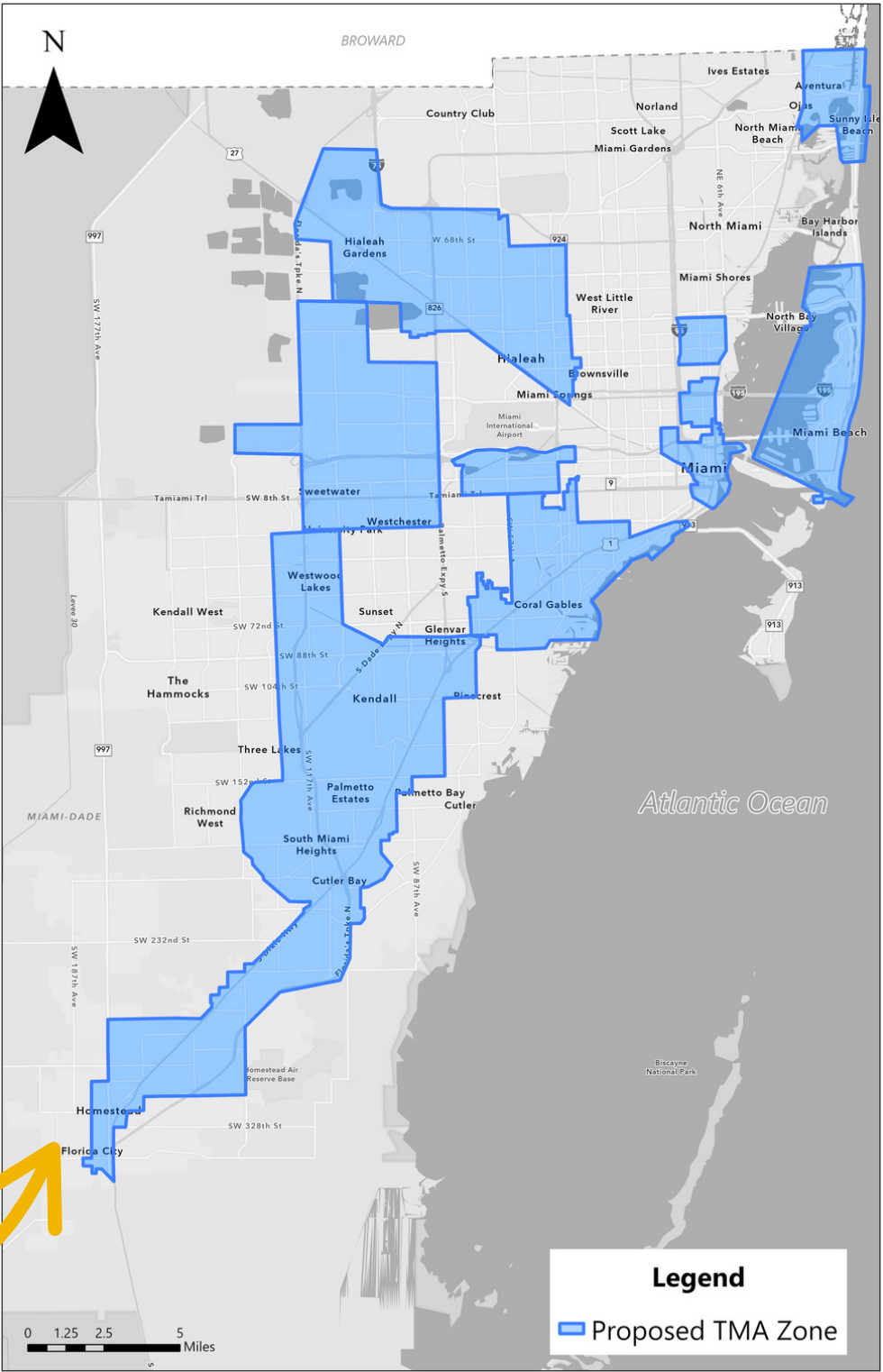
TMA Type	Advantages	Disadvantages
Regional	Covers multiple counties; broad population impact.	Complex to manage across jurisdictions.
	Economies of scale in resource use.	Varying regulations and priorities dilute focus.
	Strong inter-county transit coordination.	Difficult to maintain stakeholder engagement across wide areas.
	Supports local TMAs for localized reach.	Funding consistency across regions is challenging.
Countywide	Aligns with county boundaries and allows uniform policies.	Varying political structures create coordination challenges.
	Efficient resource allocation across municipalities.	Diluted focus on hyperlocal needs.
	Enables collaboration among multiple cities.	Engaging with diverse stakeholders is difficult.
	Broad coverage with targeted mobility improvements.	Uneven funding commitment between cities.
Citywide	Centralized services for dense urban areas.	Requires significant resources for citywide reach.
	Often backed by regulatory mandates for employer engagement.	Difficult to meet diverse needs across neighborhoods.
	Starts with a Central Business District and scales gradually.	Complex coordination across districts.
	Allows for focused service delivery and coordination.	Funding inconsistencies among city zones.
Hyperlocal	Highly targeted services tailored to small geographies.	Limited resources and scope. Risk of fragmentation across regions.
	Strong local stakeholder relationships.	Risk of fragmentation across regions.
	Quick responsiveness and flexibility.	Challenges in scalability.
	Effective community engagement and ownership.	Funding instability between small jurisdictions.

COUNTYWIDE ASSESSMENT FOR TMA PLANNING



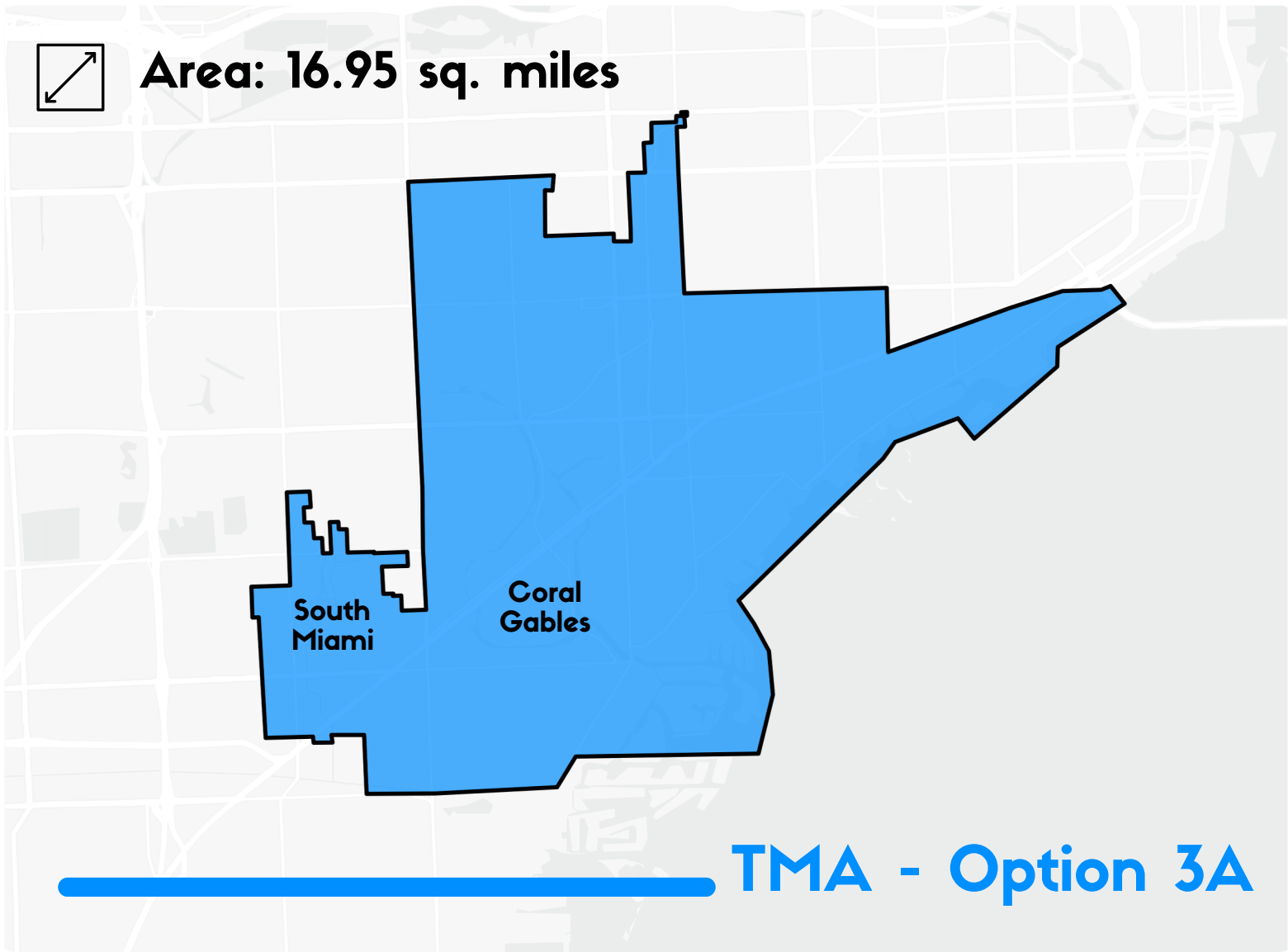
TMA Zone	Sq. Miles	Daytime Population	Workforce Population	Transit Proportional Propensity Index	Transit Volume Index	Transit Volume Index Per Sq Mile	Transit Service Index	No. of Business
Miami City Center	3.3	75,305	190,599	46.5	8,871	2,688	78	714
Sweetwater/Doral/FIU	28	158,610	134,524	41.9	5,387	192	22	826
Greater Coral Gables	17	86,601	109,235	42	4,648	273	32	779
South Dade Transitway	69.1	299,758	109,936	40.7	3,709	54	44	988
Greater Hialeah	32.7	215,103	90,156	39.6	3,536	108	32	526
Miami Beach	15.2	71,796	53,910	53.7	2,896	191	25	527
Greater Aventura	5.8	54,796	29,660	47.6	1,506	259	18	300
Waterford Business District	4.4	40,457	26,972	39.5	1,095	248	10	166
Midtown Miami	1.4	13,279	15,689	48.1	731	522	15	213
Miami Innovation District	2	15,349	6,462	42	305	153	11	73

POTENTIAL TMA ZONES IN MIAMI-DADE





Example: Consolidated Coral Gables, South Miami, Coconut Grove



Daytime Population



Workforce



Drive-Alone Rate



Households w/ No Vehicle



Median Income

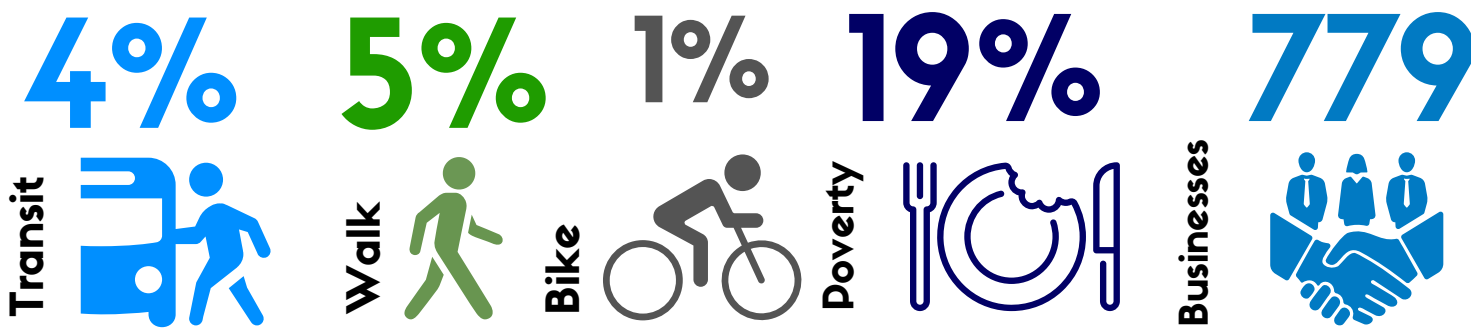


Description

This large-area boundary combines three cities into one coordinated transportation zone.

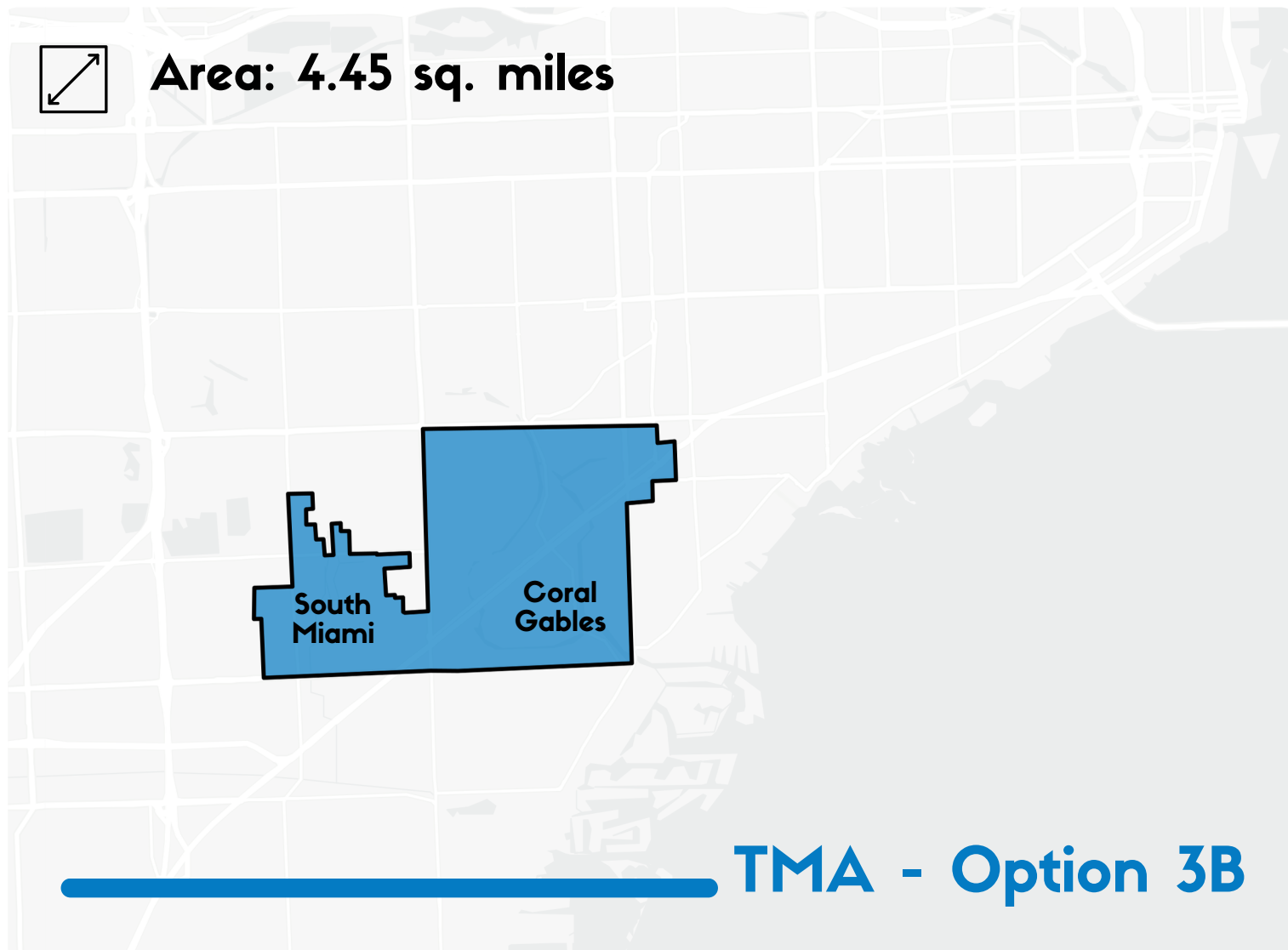
Main Businesses and Employers

- University of Miami – Main Campus
- Doctors Hospital, South Miami Hospital
- Downtown Coral Gables
- Coconut Grove Marina + Retail





Example: Consolidated Coral Gables, UM, South Miami – US-1



Daytime Population



Workforce



Drive-Along Rate



Households w/ No Vehicle



Median Income



Description

This compact option prioritizes areas with the highest existing use of transit, walking, and biking.

Main Businesses and Employers

- University of Miami
- Coral Gables Hospital + South Miami Hospital
- Merrick Park + Shops
- Metrorail alignment + Douglas Road Station





Next Steps

- **Develop TMA Fact Sheets to initiate stakeholder coordination, laying the groundwork for future engagement and collaboration.**
- **Continue identifying opportunities to establish TMAs in Miami-Dade County by pursuing potential funding sources, building political support, and cultivating strategic partnerships.**
- **Focus on potential TMA-led initiatives, including:**
 - **Exploring combining transit municipal service areas for efficiency in operations and to increase catchment areas**
 - **Expanding micromobility service areas to match TMA boundaries**
 - **Evaluating first- and last-mile needs to improve access to transit and increase ridership**



Questions?



Thank you!