POLICY AND PLAN REVIEW FOR THE IMPLEMENTATION OF TRANSPORTATION MANAGEMENT ASSOCIATIONS (TMA) IN MIAMI-DADE

SEPTEMBER 2025

Miami-Dade County Citizens' Independent Transportation Trust

Task 1

PROJECT INITIATION AND BACKGROUND RESEARCH

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1. Introduction

Miami-Dade County, through the Citizens Independent Transportation Trust (CITT), is exploring ways municipalities can contribute to the development of multimodal transportation systems by implementing Transportation Management Associations (TMAs). This initiative aligns with the broader goals of the People's Transportation Plan (PTP), a voter-approved program funded by a half-cent sales tax since 2002[1], aimed at improving transportation infrastructure and services countywide.

Miami-Dade County's transit system is a vital component of our community's mobility, connecting residents and visitors to key destinations, such as universities, colleges, and major institutions. The existing network serves as the backbone of daily commutes and access to essential services. However, to fully realize the vision of a multimodal transportation system, it is crucial to evaluate local, state, and national models of TMAs to identify a framework best suited for Miami-Dade County's unique transportation, economic, and community context.

This document aims to provide a comprehensive overview of feasibility, potential benefits, and best practices for establishing TMAs within Miami-Dade County, while exploring how the county could expand mobility options, reduce congestion, and provide tailored transportation solutions for both residents and commuters.

1.1 Miami-Dade County Transportation Objectives

The Miami-Dade County's Strategic Plan[2] outlined seven strategic areas, each consisting of goals and supporting objectives. Through its goals, the Transportation and Mobility Strategic Area emphasizes the need for a transportation system that is safe, facilitates mobility, and is modern in its infrastructure and assets[3]. The specific goals and objectives are highlighted below.

TM 1: Transportation System that Facilitates Mobility

- TM 1.1: Promote efficient traffic flow on Miami-Dade County roadways.
- TM 1.2: Expand and improve bikeway, greenway, blueway, and sidewalk systems.
- TM 1.3: Provide reliable, accessible, and affordable transit service.
- TM 1.4: Expand and modernize public transportation systems and options while minimizing carbon emissions.
- TM 1.5: Facilitate connectivity at major points of interest countywide and throughout the transportation system.

TM 2: Safe Transportation System

- TM 2.1: Promote traffic and roadway safety.
- TM 2.2: Improve safety for pedestrians and bicyclists.
- TM 2.3: Ensure the safe operation of public transit.

TM 3: Well-Maintained, Modern Transportation Infrastructure and Assets

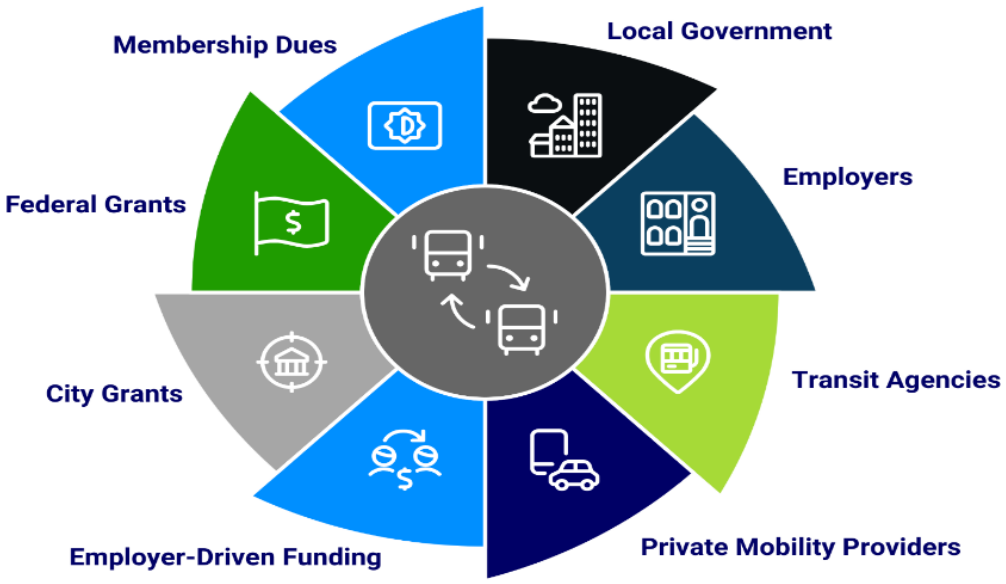
[1] History of the People's Transportation Plan - Miami-Dade County (miamidade.gov)
[2] strategic-plan-objectives.pdf
[3] Strategic Plan

- TM 3.1: Harden and maintain roadway infrastructure.
- TM 3.2: Provide resilient, well-maintained, modern, and comfortable transportation vehicles, facilities and structures.
- TM 3.3: Promote clean, attractive roads and right-of-way.

The County's Transportation and Mobility Strategic Goal objectives establish a strong foundation for the creation of TMAs, which can drive the development of a safer, more efficient, and sustainable transportation network. TMAs support Miami-Dade County's vision by implementing Transportation Demand Management (TDM) strategies, reducing congestion, and enhancing first- and last-mile connectivity to improve transit accessibility. This is done by utilizing an array of tools that are incorporated into the make up of TMAs, as outlined in **Figure 1-1**, including membership dues, relationships with local governments, and employer-driven funding to name a few.

TMAs enable the expansion and modernization of transportation options by fostering public-private partnerships, integrating shared mobility solutions that minimize carbon emissions and vehicle dependency. Additionally, TMAs play a critical role in advancing safety initiatives by advocating for improved roadway conditions, implementing pedestrian and bicycle safety programs, and supporting efforts to ensure the secure operation of public transit services. Through strategic planning and coordination, TMAs can provide a collaborative platform for businesses and local governments to implement comprehensive TDM programs that may be too complex to manage independently. Miami-Dade County's alignment with the goals of TMAs can help build more accessible, multimodal and resilient mobility network that meets the evolving needs to residents, businesses, and visitors.

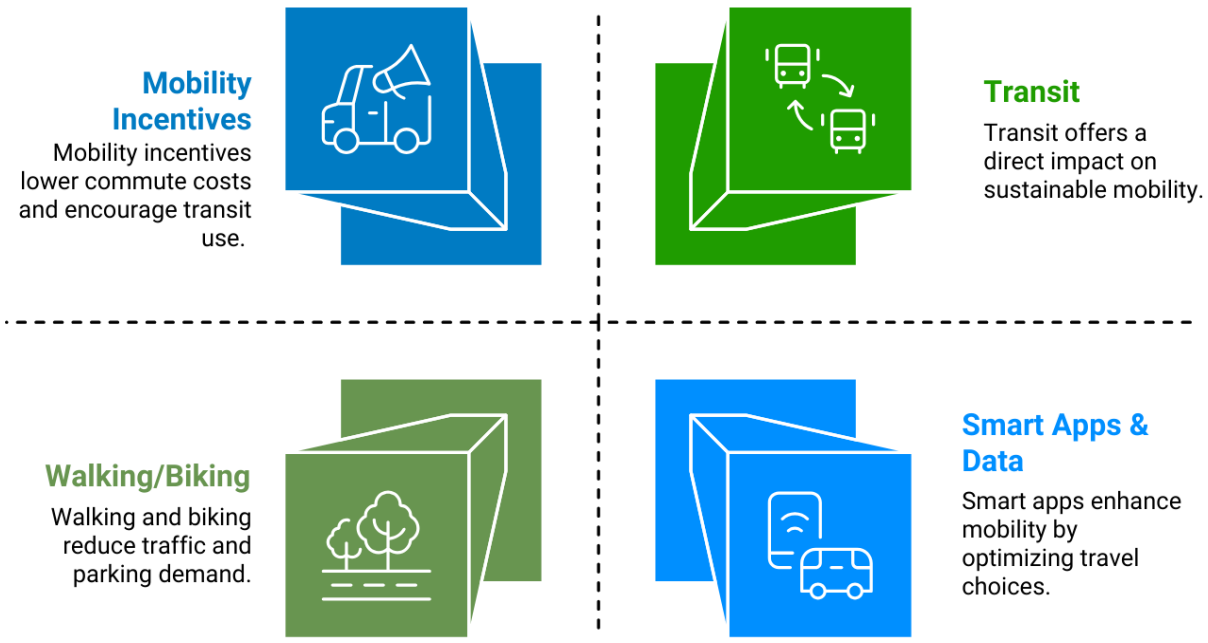
Figure 1-1: Elements of a Sustainable TMA



TMA strategies aim to provide cost-effective mobility solutions for people, encouraging sustainable and affordable transportation options, like public transit, walking, bicycling, and shared mobility options, while reducing traffic congestion. Effective TMAs utilize a variety of strategies grouped into four buckets of sustainable mobility solutions, including mobility incentives, transit, walking and

bicycling, and smart apps and data as highlighted in **Figure 1-2**. These include promoting active transportation, implementing public transit enhancements, encouraging carpooling and ride-sharing programs, enhancing parking management, and providing travel information and technology to name a few. While all levels of government are typically involved with the development of TDM strategies, TMAs serve an important role often serving as the coordinating body of the various strategies being employer regionally.

Figure 1- 2: TMA Strategies for Sustainable Mobility



1.2 Existing Conditions

Miami-Dade County covers more than 1,900 square miles and encompasses 34 municipalities and many unincorporated communities, as highlighted in **Figure 1-3** and documented in **Map 1-1**. With a growing population of approximately 2.7 million, the County serves as a global hub for tourism, commerce, and innovation. With over 27.2 million tourists in 2023[4], the mobility needs vary throughout the region.

As Miami-Dade County continues to grow, its transportation network faces increasing demands from a broad range of users, including residents, businesses, commuters, and tourists. Ensuring an efficient multimodal system that balances accessibility, sustainability, and connectivity is critical to supporting this growth. Miami-Dade County must adapt its unique transportation infrastructure to accommodate evolving needs while enhancing mobility, reducing congestion, and improving overall quality of life. **Figure 1-4** highlights the elements driving the county's unique needs and challenges.

[4] 2024 GMCVB State of the Industry | Miami & Miami Beach

Figure 1- 3: Geographic and Infrastructure Overview of Miami-Dade County

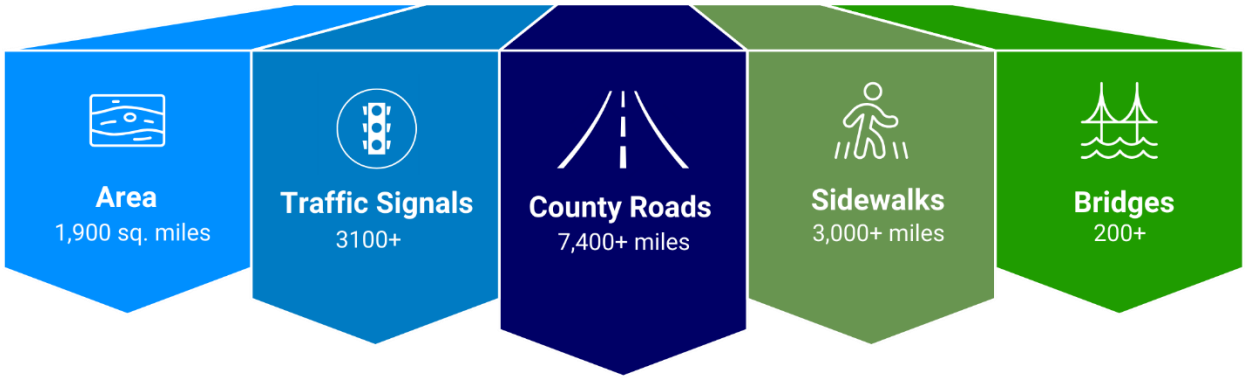
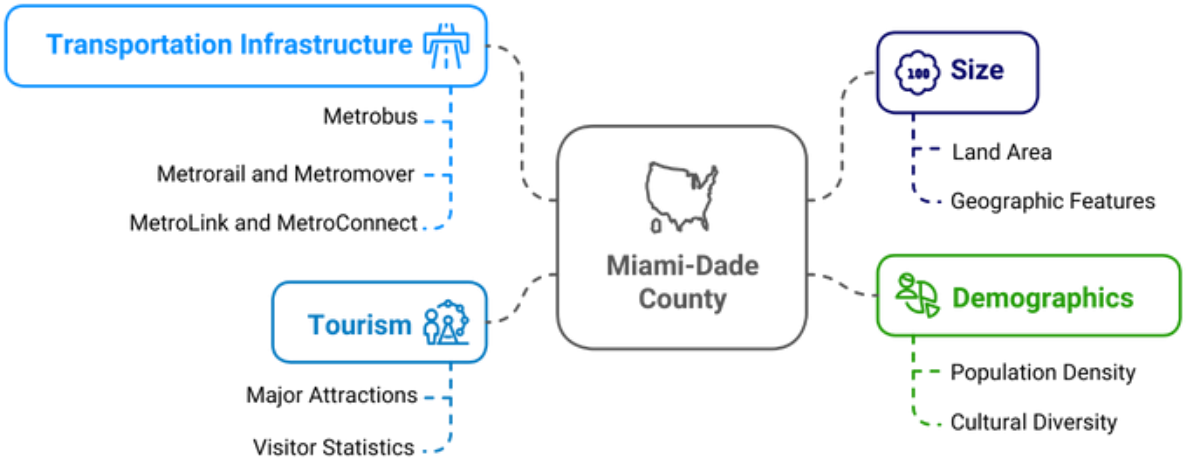
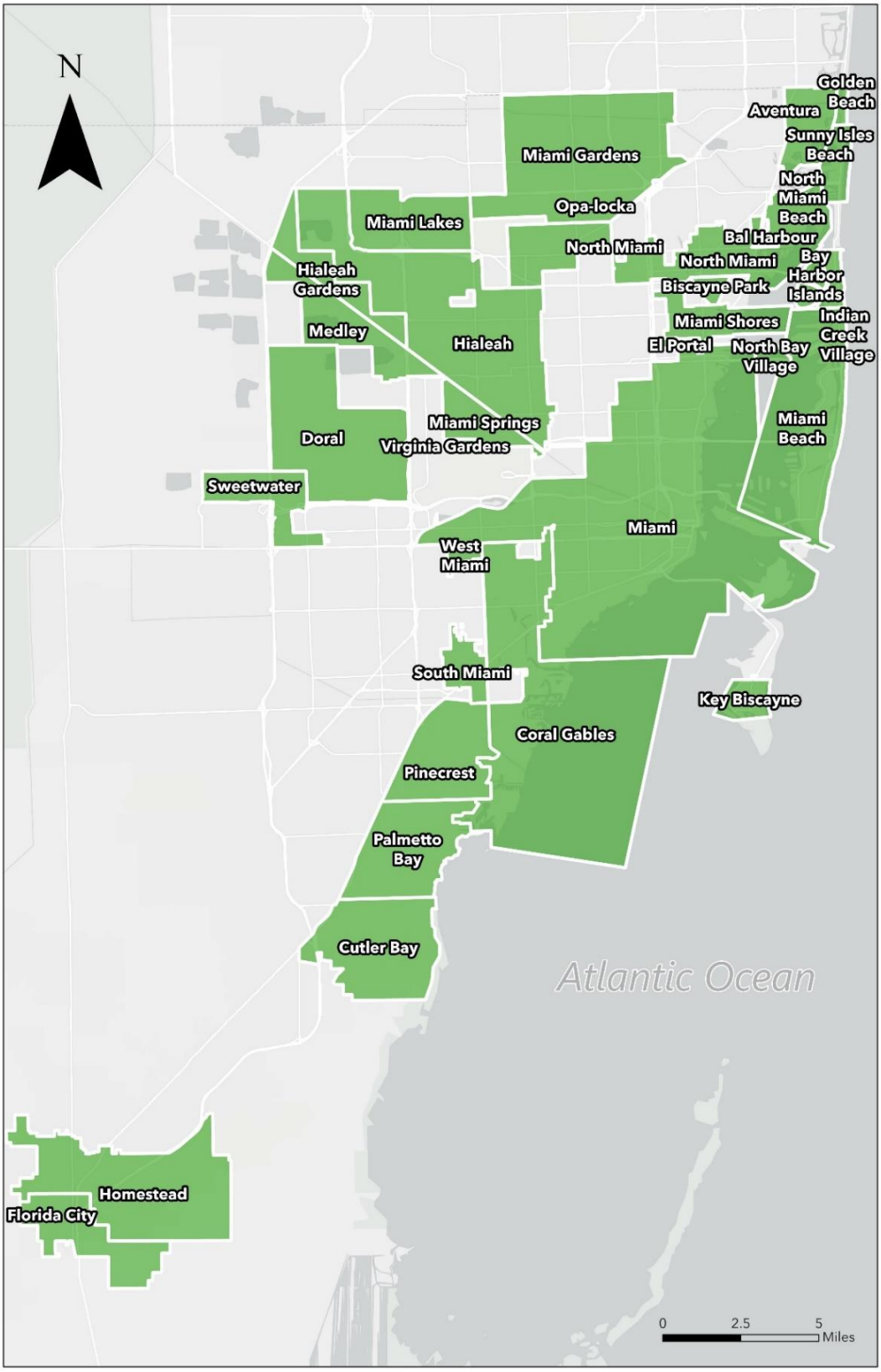


Figure 1-4: Geographic Scope of Miami-Dade County



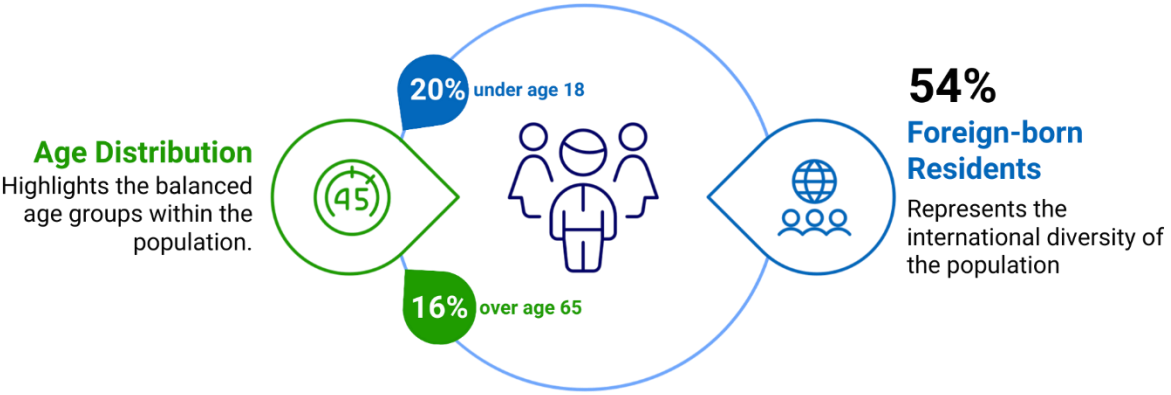
Map 1- 1: Miami-Dade County Incorporated Municipalities



Demographics

Miami-Dade County is a vibrant and diverse region, home to an estimated 2.7 million residents. The county's demographic composition reflects a rich cultural tapestry, with approximately 69.1% of the population identifying as Hispanic or Latino, making it a majority-minority county. The racial distribution includes 46.8% white, 15.9% Black or African American, 1.5% Asian, and 29.1% identifying as multiracial[5]. Furthermore, the county's high rate of foreign-born residents, as highlighted in **Figure 1-5**, emphasizes how this diversity not only defines the county's unique identity but also contributes to its dynamic social and economic landscape[6].

Figure 1- 5: Demographic Profile of Miami-Dade County

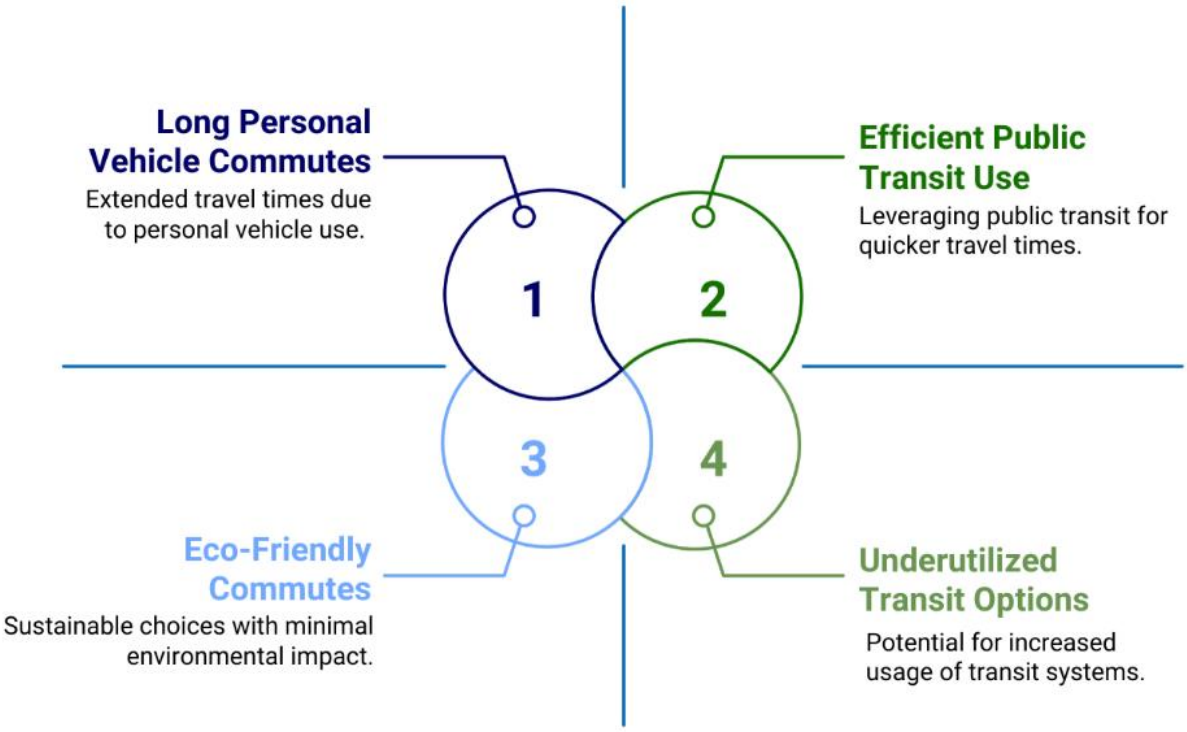


As of 2023, the county's median household income was $68,694, with approximately 63.9% of the population in the civilian labor force[7]. About 52.2% of the population own their homes, with the median property value being $387,000[8]. In 2023, 29.6% of the population was living with severe housing problems, while 15.3% of the population was identified as within the poverty status[9].

The commute analysis, documented in **Figure 1-6**, highlights how each commute mode impacts the overall transit network. In terms of commute patterns, 72.7% of the population drove alone, with 10.4% working from home and 8.8% carpooling as a means of transportation. The average commute time is 31.6 minutes, with an average car ownership of 2 vehicles per household[10].

[5] Miami-Dade County, Florida Population 2024
[6] Miami-Dade County, Florida Population 2024
[7] U.S. Census Bureau QuickFacts: Miami-Dade County, Florida
[8] U.S. Census Bureau QuickFacts: Miami-Dade County, Florida
[9] Miami-Dade County, FL | Data USA
[10] Miami-Dade County, FL | Data USA

Figure 1- 6: Miami-Dade County Commute Analysis

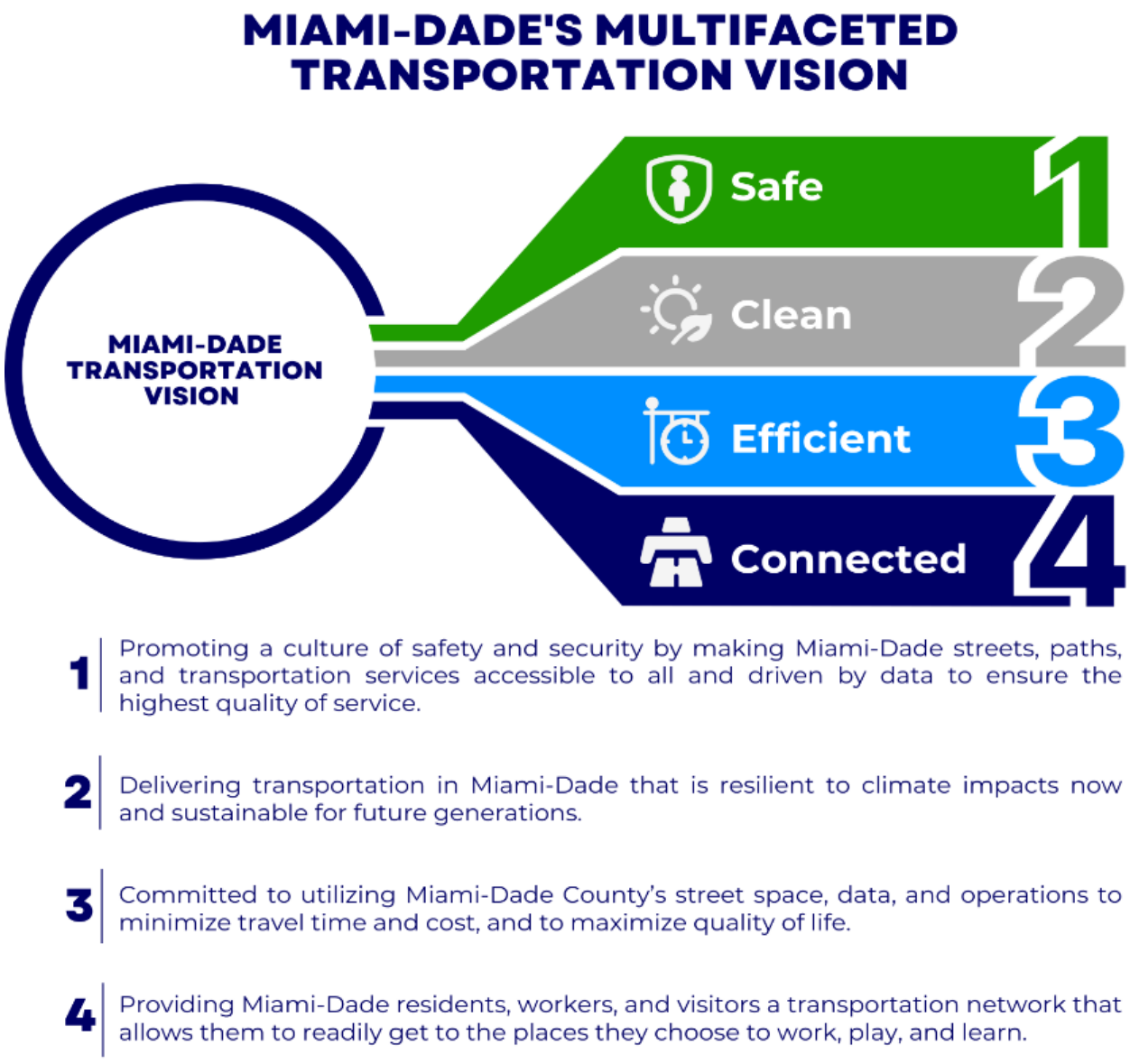


Mobility

Miami-Dade County is committed to developing a high-quality, safe, reliable, clean, and efficient transit system that seamlessly connects people to destinations while meeting the diverse needs of its growing population. Guided by the vision of SHIFT 305, Miami-Dade County is actively revitalizing its transportation network to enhance the quality of life for residents, businesses, and visitors[11]. Through investments in sustainable, equitable, and modern public transportation infrastructure, Miami-Dade County aims to create a more accessible, efficient, and environmentally responsible mobility system for all through its pillars, outlined in **Figure 1-7**.

[11] SHIFT305

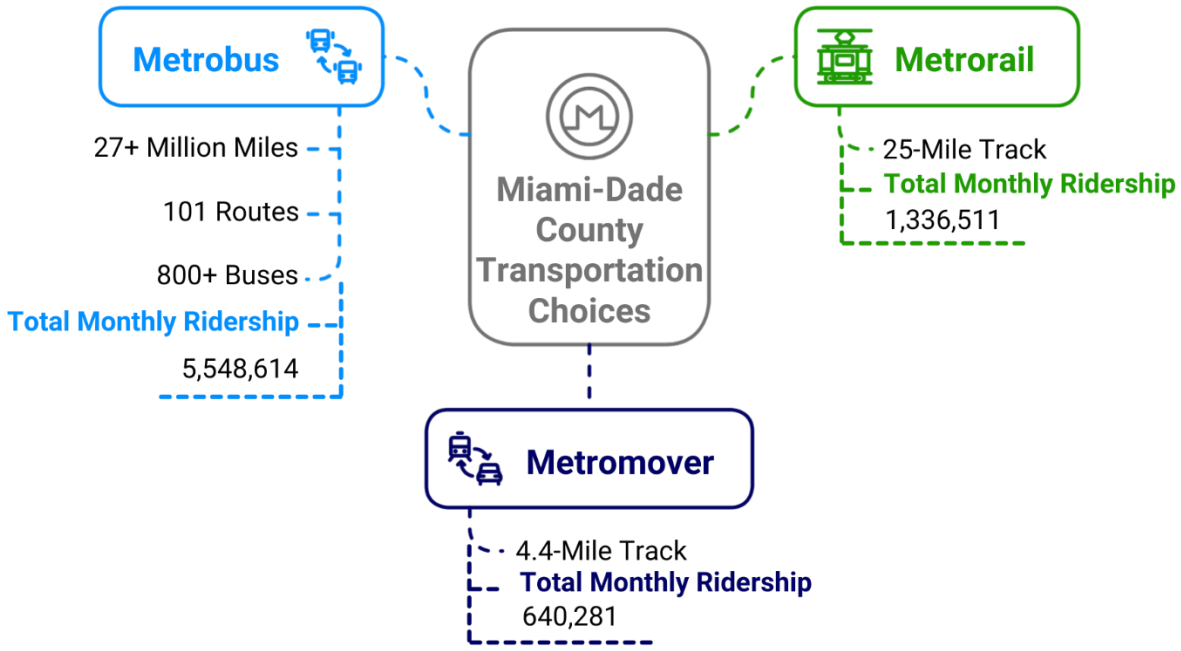
Figure 1- 7: SHIFT305 Pillars



Source: SHIFT305

Miami-Dade County's transit system is designed to provide a seamless, multimodal network that enables residents to shift between different modes of transportation, reducing vehicle dependency and enhancing mobility. The system consists of a variety of services that work together to offer efficient, accessible, and interconnected public transit options. An explanation of the services provided is below in **Figure 1-8** and **Figure 1-9**.

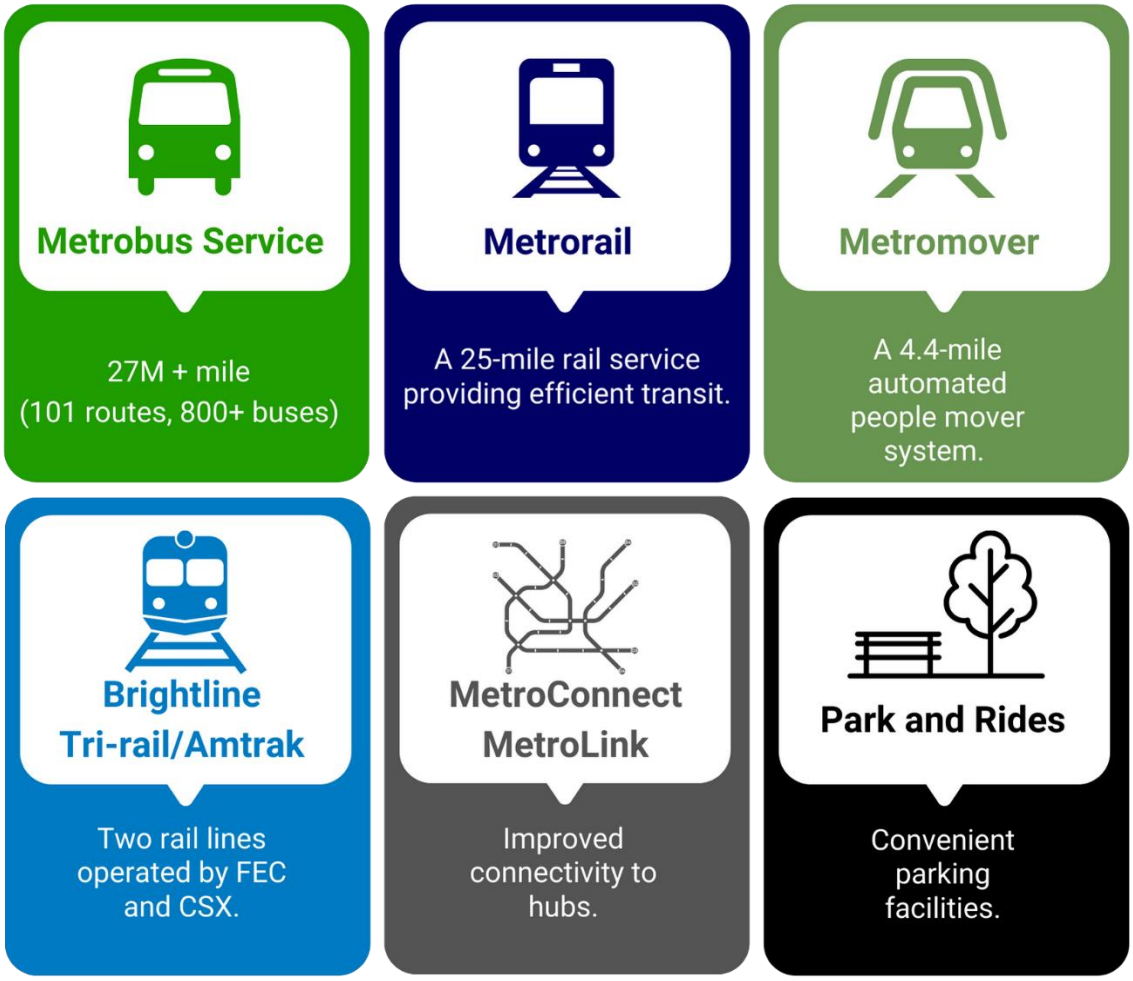
Figure 1- 8: Miami-Dade Transit Network Overview[12]



- **Metrobus:** A comprehensive fixed-route bus service operating throughout Miami-Dade County, Metrobus connects major residential, commercial, and employment centers. It serves as a vital link between neighborhoods and other transit services, ensuring widespread accessibility.
- **Metrorail:** A heavy rail, elevated rapid transit system, Metrorail provides fast and reliable transportation along two lines spanning 25 miles. It connects key destinations, including Miami International Airport, Downtown Miami, and various businesses and residential districts reducing congestion on major roadways.
- **Metromover:** A fare-free, fully automated people mover that operates in Downtown Miami and the Brickell area. Metromover enhances urban mobility by offering a convenient transit option for residents, commuters, and visitors navigating the county's core urban area.
- **MetroConnect:** A flexible, on-demand transit service designed to improve first- and last-mile connectivity, MetroConnect helps bridge gaps between traditional transit services and destinations that may not be directly served by fixed-route services.
- **MetroLink:** A supporting service that integrates Metrobus and Metrorail, providing enhanced connectivity through express bus routes and feeder services, ensuring smoother multimodal transfers.
- **Park and Rides:** Convenient parking locations for commuters to connect with public transit services like Metrobus, Metrorail, and Tri-Rail. These park-and-ride lots help reduce traffic congestion by encouraging carpooling and transit use, offering free or low-cost parking at key transit hubs across the county.

[12] Ridership corresponds to Year 2024

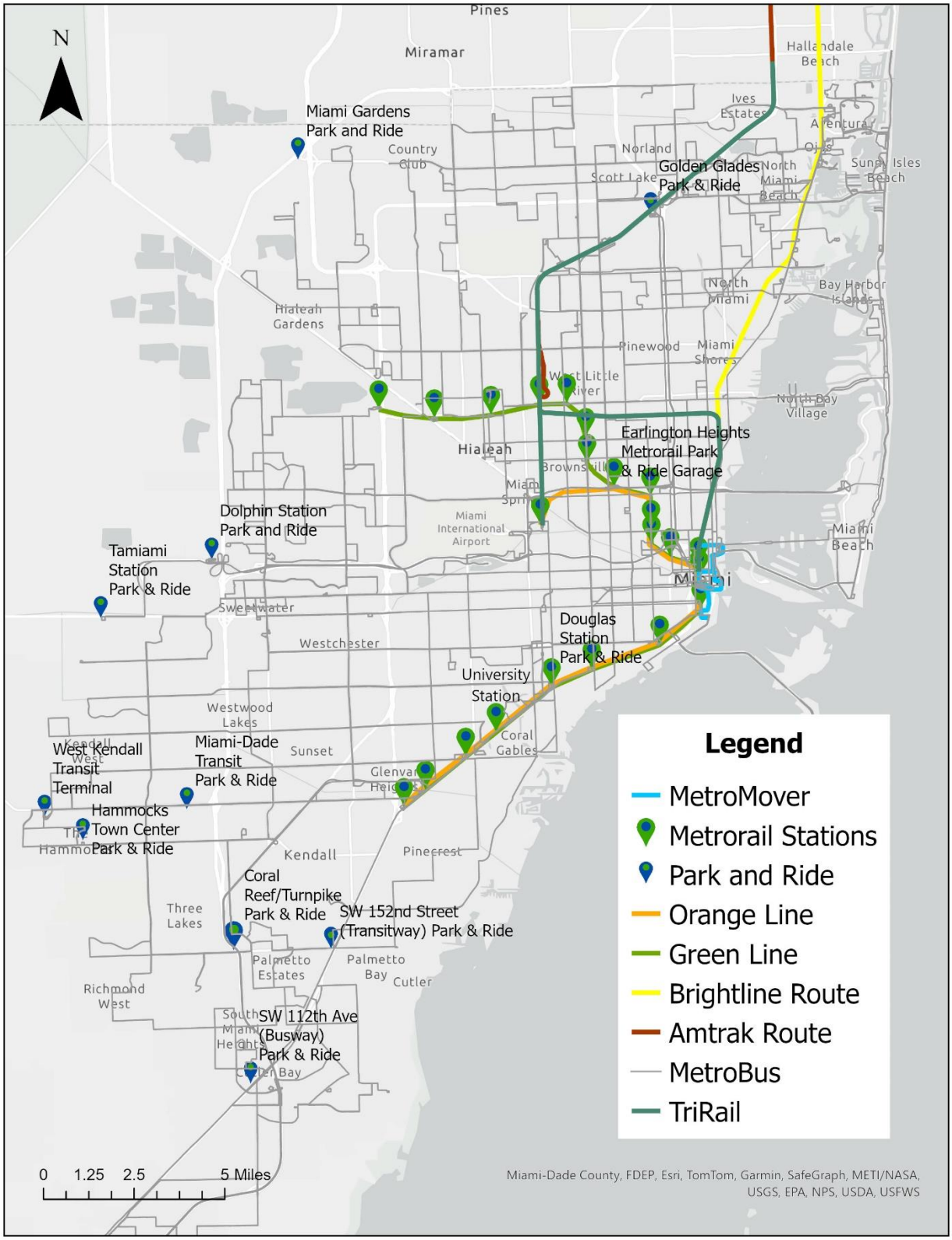
Figure 1- 9: Miami-Dade County's Existing Transportation System



In addition to these core services, Miami-Dade County's transit network is also regionally connected through Brightline, Tri-Rail, and Amtrak—intercity, commuter, and long-distance rail services that directly link Miami-Dade with neighboring counties, other metropolitan areas within the State of Florida, and beyond, expanding mobility options outside the local county system.

Miami-Dade's transit system is supported by a network of park-and-ride facilities, allowing commuters to conveniently transition from personal vehicles to public transit, reducing congestion and promoting sustainable travel choices. **Map 1-2**, below, highlighted the interconnectivity between the transportation and mobility modes within the County. Together, these services create a comprehensive and interconnected transit network that supports a more efficient, sustainable, and accessible future for Miami-Dade County.

Map 1- 2: Miami-Dade County Transit Network



Transportation and Land Use

Miami-Dade County emphasizes the integration of transportation and land use to enhance economic development, connectivity, accessibility, and overall quality of life. Through its Comprehensive Development Master Plan's (CDMP) Land Use Element, the County has established goals, objectives and policies aimed at shaping a built environment that supports diverse mobility options. While challenges remain, efforts are underway to promote transit-oriented development, encourage mixed land-use planning, and address zoning barriers to foster walkable neighborhoods and reduce dependency on private vehicles[13].

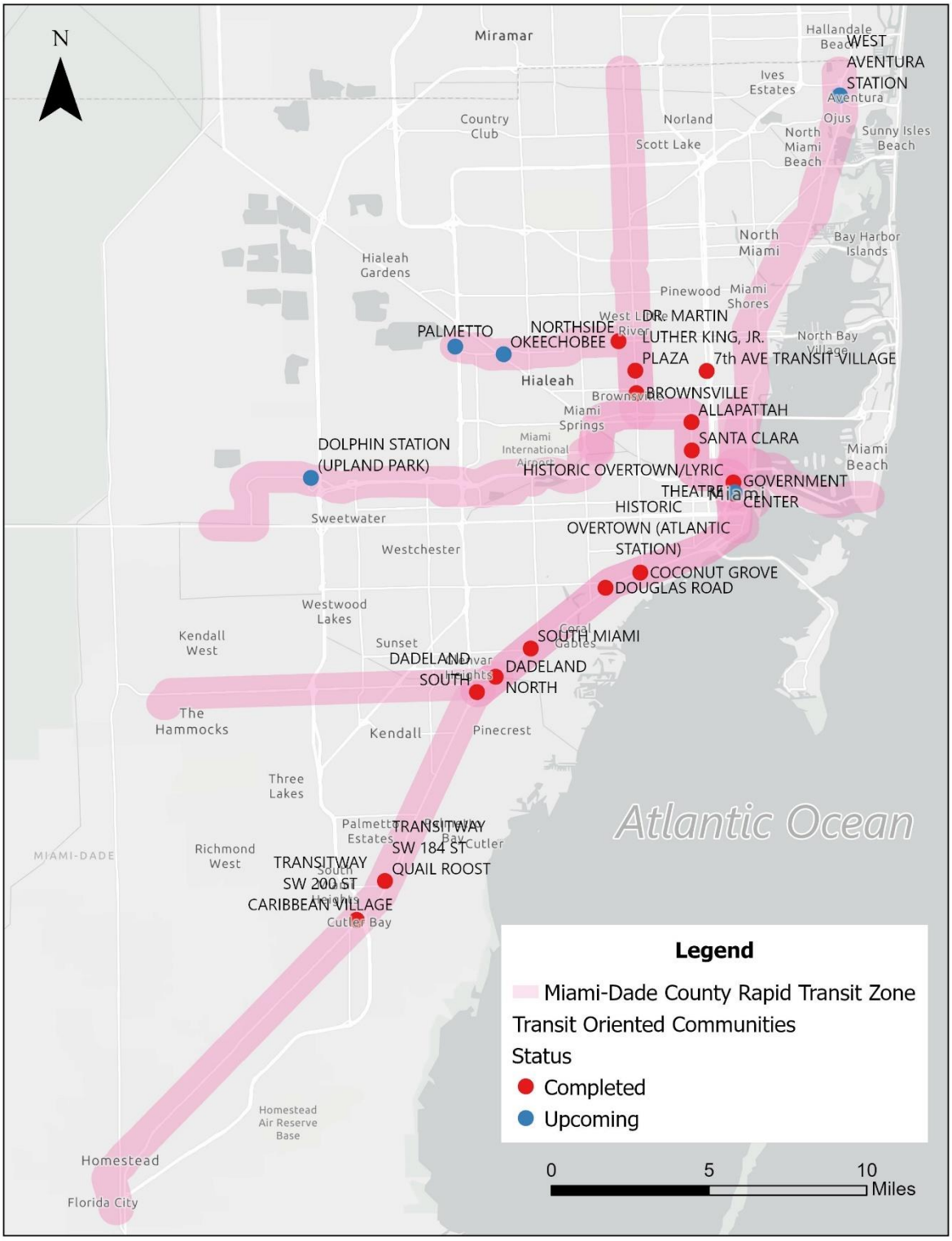
A key component of this strategy is the Rapid Transit Zone (RTZ) designation, which establishes specialized zoning requirements for properties located along the SMART Program corridors. The RTZ framework is designed to streamline development approvals and encourage higher-density, mixed-use projects that support transit ridership and reduce sprawl[14]. By allowing for greater flexibility in land use, RTZs promote development patterns that prioritize pedestrian access, multimodal connectivity, and sustainable growth.

RTZ, shown in **Map 1-3** along with transit-oriented developments below, are defined as the half-mile radius around all Metrorail and SMART Corridors, designed to encourage transit-oriented development by permitting additional recreational and support facilities, as well as micro-mobility infrastructure[15]. This initiative aligns with Miami-Dade County's transportation and mobility objectives by fostering compact, walkable, and transit-accessible communities that reduce traffic congestion, improve air quality, and enhance the overall quality of life.

By promoting mixed-use developments within RTZs, the County can increase residential density and employment opportunities near transit stations, in turn reducing personal vehicle dependency and encouraging the use of public transportation, bicycling and walking. RTZs also support the expansion of first- and last-mile connectivity, integrating micro-mobility options such as bike-share stations, e-scooters, and pedestrian-friendly pathways, making it easier for residents and visitors to access transit.

[13] Land Use Element
[14] https://library.municode.com/fl/miami_-_dade_county/codes/code_of_ordinances?nodeId=PTIIICOOR_CH33CRATRSYEVZO_S33C-3RATRZORTDI
[15] ORDINANCE NO

Map 1- 3: Rapid Transit Zones (RTZ) in Miami-Dade County

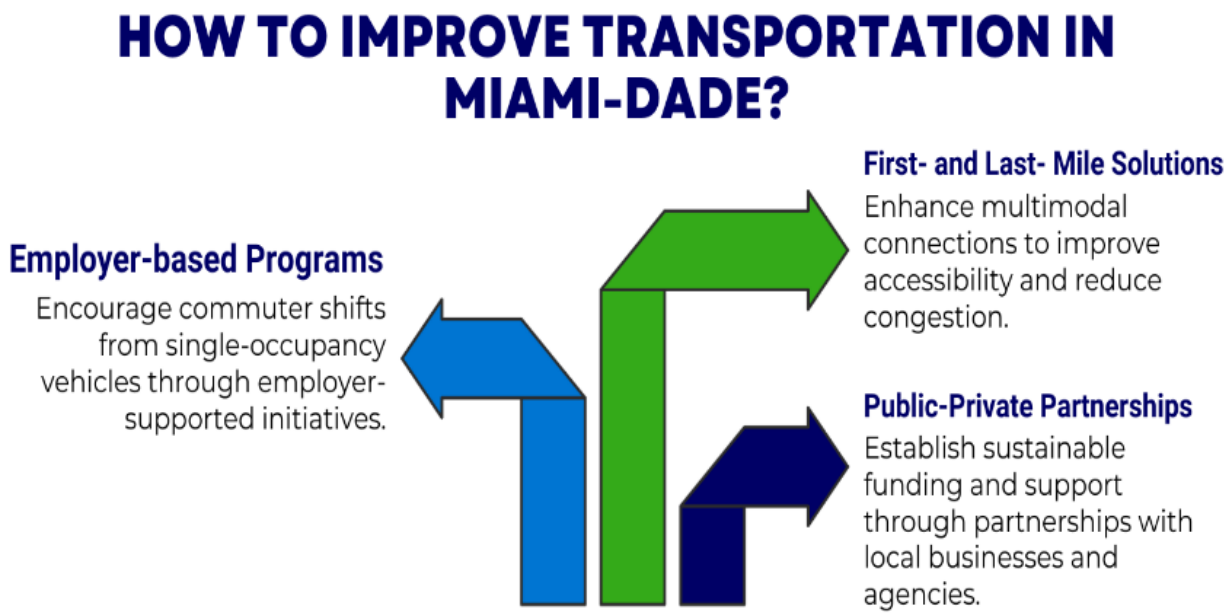


Source: SMART Plan

2. Policy, Plan, and Program Review

The establishment of TMAs presents a strategic opportunity to align with and reinforce local, regional, state, and federal safety and environmental goals. By offering alternative mobility options that reduce vehicle dependency, TMAs can play a crucial role in advancing sustainable transportation networks, mitigating congestion, and improving air quality. This section provides a comprehensive review of existing policies, plans, programs and initiatives that can support or complement the development of TMAs within Miami-Dade County. It explores key aspects of these frameworks that can be integrated into local TMAs to enhance multimodal connectivity, promote equitable access to transportation, and contribute to broader sustainability and safety objectives through specific TMA-led initiatives, as documented in **Figure 2-1**.

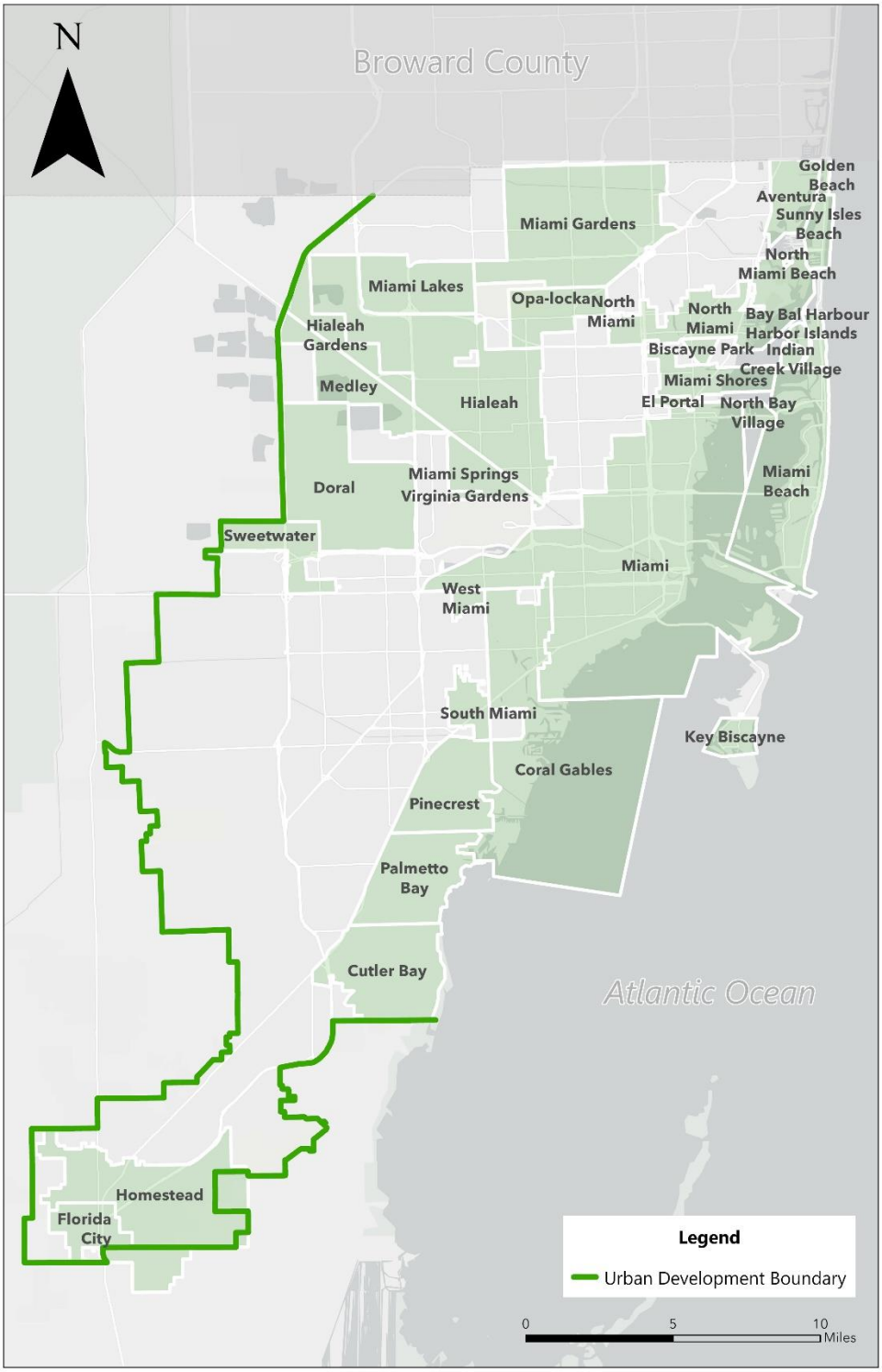
Figure 2- 1: TMA-Led Initiatives



2.1 Local Agency

Miami-Dade County's vast geographic area and diverse communities create unique transportation challenges and opportunities that require localized, community-driven solutions. With 34 incorporated municipalities, towns, and villages, as well as numerous unincorporated communities as shown in **Map 2-1**, a one-size-fits-all approach to mobility is insufficient. Understanding the network of local services is essential to ensure that TMAs are tailored to the specific needs of each area, leveraging existing transportation resources and filling gaps in service. The CITT plays a key role in overseeing the implementation of PTP funds, which support mobility enhancements across the county. By reviewing local programs, such as first- and last-mile mobility services, this section highlights opportunities to integrate existing infrastructure, funding mechanisms, and policy frameworks into TMAs potentially servicing Miami-Dade County. This approach fosters greater coordination between public and private stakeholders, enhances multimodal connectivity, and strengthens the overall transportation network, ultimately promoting sustainable and equitable mobility solutions.

Map 2- 1: Miami-Dade County's Urbanized Area



TMAs play a crucial role in implementing TDM strategies, which aim to reduce traffic congestion, enhance multimodal connectivity, and promote sustainable commuting options. Several existing mobility services in Miami-Dade County, including bikeshare, dockless mobility, fixed-route

circulators, and on-demand micro-transit like Freebee, demonstrate best practices that can be expanded through TMAs to further improve local and regional mobility.

By leveraging the existing mobility services outlined below, an established TMA in Miami-Dade County would expand multimodal travel options, alleviate traffic congestion, and improve overall transportation efficiency. First- and last-mile bridging programs are essential components of a comprehensive TDM strategy, helping to create a more sustainable, connected, and accessible transportation network. TMAs can optimize these mobility solutions and drive the region toward a more integrated and efficient transit network through a series of coordinated efforts with local agencies, transit agencies, and businesses.

Bicycle Share

Bikeshare programs, such as the one from CitiBike Miami Beach depicted in **Figure 2-2**, provide publicly accessible bicycles through a network of docking stations, offering users short-term rentals or monthly memberships. These systems play a crucial role in TDM strategies by enhancing first- and last-mile connectivity, reducing single-occupancy vehicle (SOV) use, and promoting active transportation. By integrating bicycle share with public transit networks, these programs improve accessibility and sustainability while reducing congestion and carbon emissions. However, ensuring their long-term success requires strategic station placement, sustained funding, and multimodal connectivity to meet commuter demand[16].

Figure 2-2: Miami Beach CitiBike Docking Station

Source: EnjoyMiamiBeach.com

TMAs can expand and optimize bikeshare programs by strategically placing docking stations near employment centers, transit hubs, residential areas, and business districts[17]. As coordinating bodies, TMAs can identify coverage gaps, partner with employers and local governments to provide subsidized memberships, advocate for bicycle-friendly infrastructure, and secure long-term funding through public grants, private sponsorships, and developer contributions. These efforts can contribute to more commuters utilizing bikeshare as a reliable and convenient transportation option.

[16] Pedestrian & Bicycle Information Center
[17] Online TDM Encyclopedia - Public Bike Systems

Several policies and frameworks support the expansion of bikeshare. For example, Miami-Dade County's Complete Streets Guidelines promote safe, multimodal streets that accommodate bicycles, pedestrians, and transit users[18]. At the federal level, the Federal Transit Administration (FTA) offers grants through programs like Congestion Mitigation and Air Quality (CMAQ) Improvement Program, which funds bikeshare integration with public transportation[19]. Additionally, public-private partnerships can provide a sustainable model for financing and managing bikeshare systems, while local zoning policies can incentivize developers to incorporate bicycle infrastructure, including docking stations and bicycle lanes, into new projects.

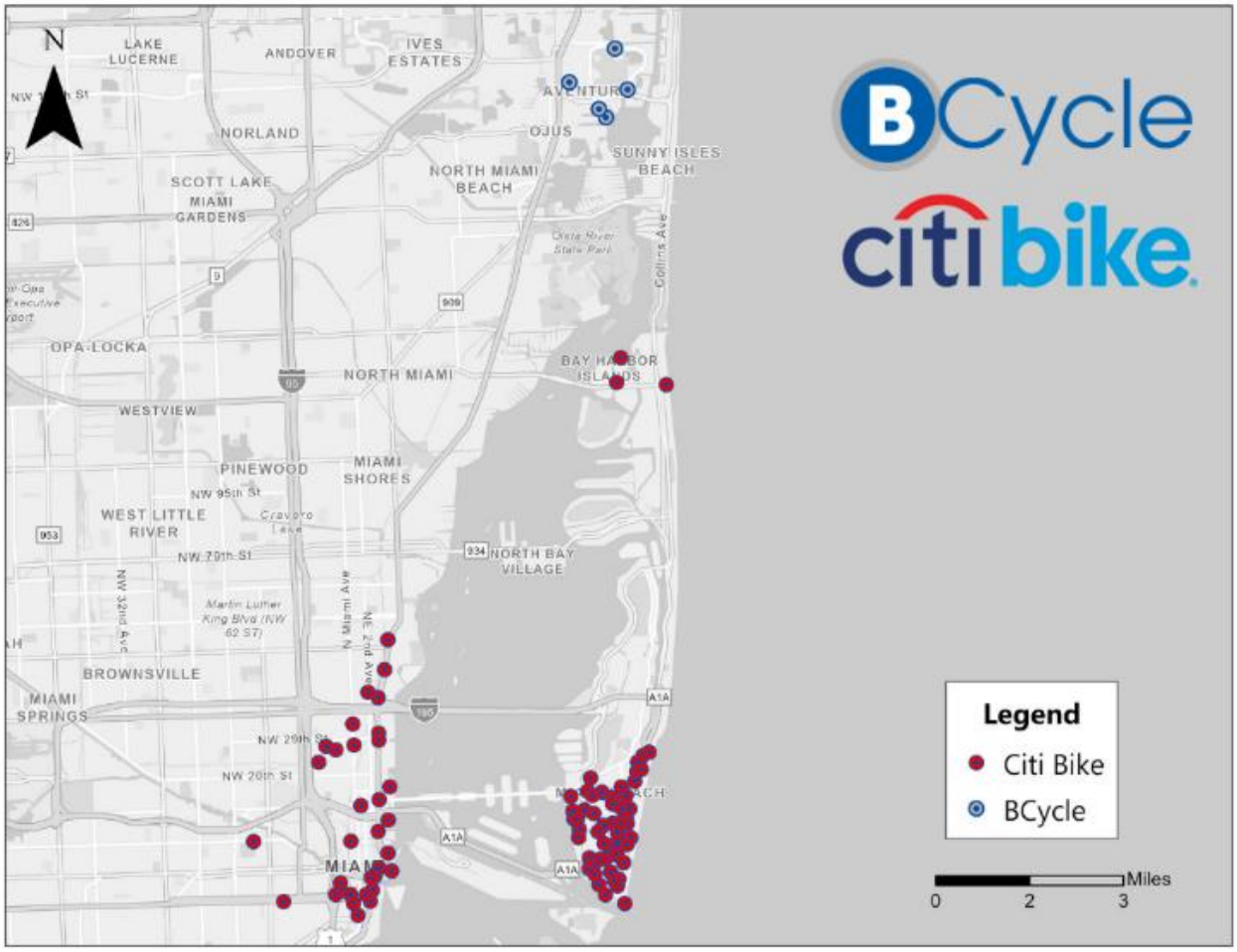
Despite the presence of five bikeshare programs currently operating within Miami-Dade County—outlined in **Table 2-1** and depicted with all 161 station locations in **Map 2-2**—there is significant potential for TMAs to enhance their reach and influence. By focusing on network expansion, seamless multimodal integration, and infrastructure improvements, TMAs can play a pivotal role in maximizing the effectiveness and impact of these programs. By aligning TDM-focused policies, leveraging public-private partnerships, and securing sustainable funding, TMAs can strengthen bike-share as a viable, affordable, and environmentally friendly transportation solution for Miami-Dade County residents, visitors, and businesses

Table 2- 1: Existing Bikeshare Systems in Miami-Dade County

Existing Bikeshare System	Number of Stations
City of Aventura BCycle	5
Village of Bal Harbour CitiBike	1
Town of Bay Harbor Islands CitiBike	2
City of Miami CitiBike	55
City of Miami Beach CitiBike	98

[18] complete-streets-design-guidelines.pdf
[19] cmaqessentials.pdf

Map 2- 2: Existing Bikeshare Stations in Miami-Dade



Dockless Mobility

Dockless mobility, which encompasses electric scooters and dockless bikes, provides a highly flexible and on-demand mode of transportation. By enabling users to rent and park vehicles through a mobile app, these services eliminate the need for docking stations. **Figure 2-3** highlights this model in action, showcasing the dockless services available in Coral Gables. These systems play a crucial role in TDM strategies by bridging first- and last-mile gaps, reducing reliance on SOVs, and enhancing connectivity to public transit. By providing a convenient, short-distance travel option, dockless mobility improves urban accessibility while reducing congestion and carbon emissions. However, parking clutter, sidewalk obstructions, and safety concerns remain key challenges that require proper regulation and enforcement[20].

[20] NACTO Guidelines for Regulating Shared Micromobility - NACTO

Figure 2- 3: Coral Gables Bird e-Scooters

Source: City of Coral Gables

TMAs can enhance and manage dockless mobility programs by coordinating with municipalities and private operators to establish designated parking areas, integrate safety measures, and align services with transit hubs and other key destinations. TMAs can also work with local businesses, employers, and government agencies to create incentive programs that encourage dockless mobility as a viable commuting option. By implementing structured policies and promoting rider education, TMAs can help cities mitigate operational challenges while maximizing the benefits of these micro-mobility solutions.

Several policies and frameworks support the expansion of dockless mobility programs. Miami-Dade County's Complete Streets Guidelines and Miami-Dade County's Department of Transportation and Public Works (DTPW) Countywide Transportation Master Plan emphasize multimodal accessibility and encourage the development of safe infrastructure for scooters and bicycles[21]. At the federal level, the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) offer funding opportunities to support micro-mobility integration with public transit. Additionally, public-private partnerships allow cities and TMAs to collaborate with mobility service providers to ensure responsible deployment, data-sharing agreements, and long-term financial sustainability. Local zoning policies can further support dockless mobility by designating parking zones, implementing speed limits, and enforcing rider safety regulations.

While only one dockless mobility service, Bird E-Scooters in the City of Coral Gables, is currently operational in Miami-Dade County, TMAs could play a key role in optimizing and expanding this program. By integrating dockless scooters and bicycles with public transit, advocating for dedicated infrastructure, and ensuring equitable access, TMAs can strengthen dockless mobility as a sustainable, convenient, and efficient transportation solution for residents, working, and visitors across Miami-Dade County.

[21] Countywide Transportation Master Plan (CTMP)

Local Fixed-Route

Local fixed-route circulators, trolleys, and shuttles—illustrated in **Figure 2-4** with an example from the City of Sweetwater—offer a cost-effective and dependable public transit solution. By linking residential neighborhoods, business districts, and transit hubs, they effectively strengthen the regional transit network. These services play a crucial role in supporting TDM strategies by cutting down SOV trips, easing traffic congestion, and reducing parking demand. Additionally, they promote transit-oriented development by encouraging more dense, walkable communities with easy access to public transportation. By offering free or low-cost transportation, circulators make transit more accessible to a wider range of users, including commuters, students, seniors, and tourists. However, these systems require long-term operational funding, continuous route optimization, and efficient coordination with existing transit services to maximize their effectiveness.

Figure 2- 4: City of Sweetwater Trolley

Source: City of Sweetwater

TMAs can play a key role in coordinating and expanding circulator services to improve accessibility and integration with other transit options. TMAs can work with local governments, employers, and transit agencies to identify service gaps, expand routes to underserved areas, and promote ridership through public-private partnerships[22]. Additionally, TMAs can help secure sustainable funding through grants, business sponsorships, and employer contributions while advocating for data-driven service improvements that enhance efficiency and convenience.

Several policies and frameworks support the expansion of fixed-route circulator services. Miami-Dade County's Comprehensive Development Master Plan (CDMP) and Complete Streets Guidelines emphasize multimodal transportation solutions, ensuring that circulators are integrated with pedestrian, bicycle, and transit infrastructure[23]. At the federal level, the Federal Transit Administration (FTA) offers grant funding for local transit improvements, including programs like the

[22] Victoria Transport Institute - Main Page
[23] Transportation Element

Urbanized Area Formula Program (Section 5307)[24] and the Congestion Mitigation Air Quality (CMAQ) Improvement Program[25]. Additionally, local land use policies can encourage the development of transit-friendly infrastructure, such as dedicated bus lanes, transit hubs, and pedestrian-friendly streetscapes that support circulator services.

Although several Miami-Dade municipalities currently offer local circulators, trolleys, and shuttles, with a total countywide ridership of 10,863,779, as shown in **Table 2-2** and **Map 2-3**, there is potential for TMAs to enhance these services further. By optimizing and expanding transit options, TMAs can address first- and last-mile gaps, strengthen multimodal connectivity, and provide employers with practical commuter transportation solutions. Additionally, by coordinating circulator services with employer-based programs, advocating for infrastructure investments, and leveraging public-private partnerships, TMAs can help establish a more efficient, sustainable, and accessible transportation network for residents, visitors, and businesses throughout Miami-Dade County.

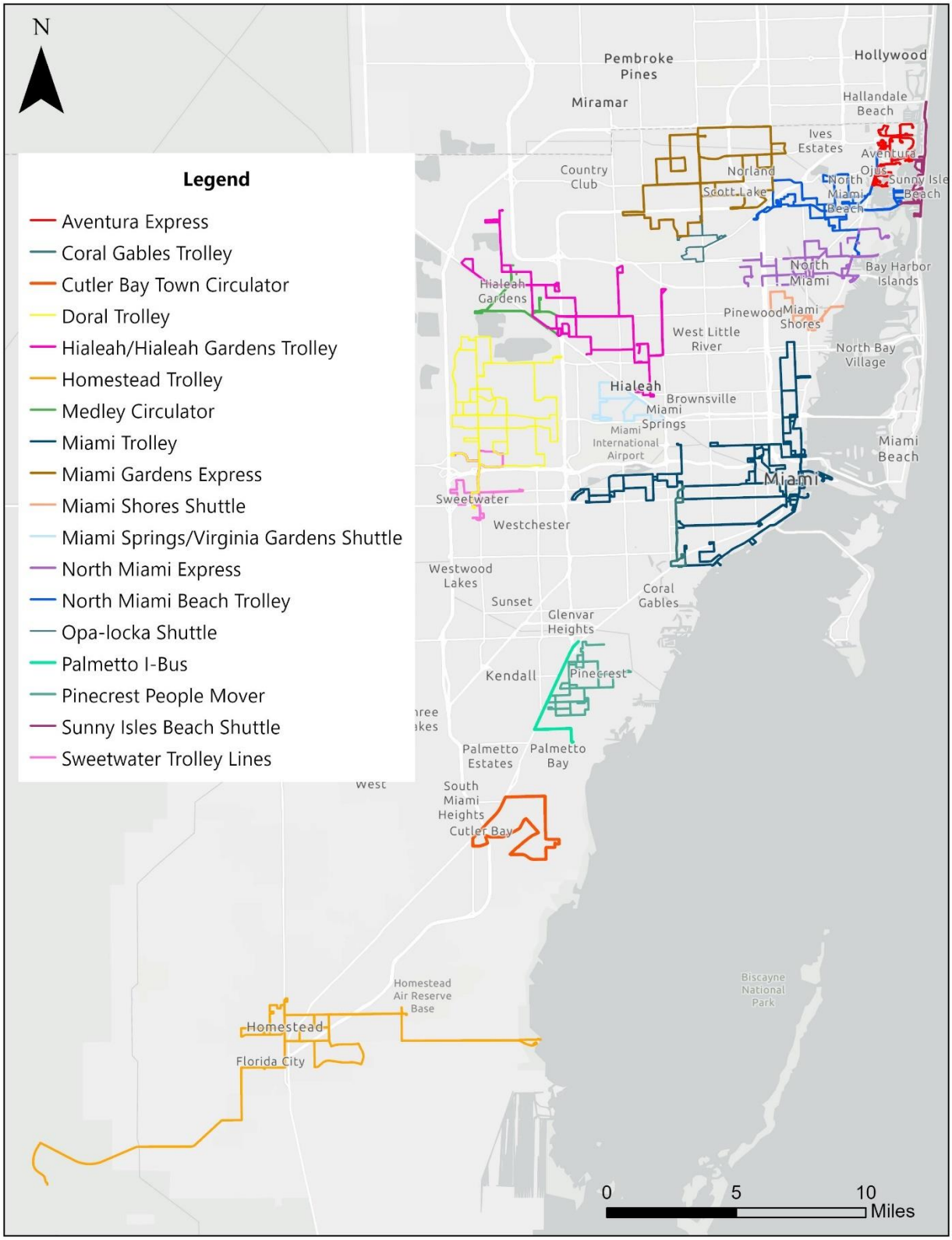
Table 2- 2: Existing Local Fixed-Route Services in Miami-Dade County

Existing Local-Fixed Route Services	FY 2024 Committed PTP Funding	FY 2024 Ridership Totals
City of Aventura's Aventura Express	$511,680	115,249
City of Coral Gables Tolley	$3,478,183	1,033,966
Town of Cutler Bay's Local Circulator	$441,288	81,180
City of Doral Trolley	$3,050,000	669,976
City of Hialeah/Hialeah Gardens Transit System	$4,455,400	460,355
City of Homestead Trolley	$566,884	45,711
Town of Medley's Circulator[26]	$13,562	1,876
City of Miami Trolley	$24,832,926	4,377,511
City of Miami Beach Trolley	$5,316,000	3,458,799
City of Miami Gardens' Express	$2,160,538	77,671
Village of Miami Shores' Shuttle	$41,500	3,011
City of Miami Springs/Village of Virginia Gardens Shuttle	$160,000	12,415
City of North Miami NoMi Express	$849,785	159,452
City of North Miami Beach's NMB Line	$1,755,343	138,786
City of Opa-locka's Express Circulator	$220,000	13,087
Village of Palmetto Bay's I-Bus	$135,000	17,134
Village of Pinecrest's People Mover	$278,210	17,340
City of Sunny Isles Beach SIB Shuttle	$1,477,000	127,911
City of Sweetwater Trolley	$664,250	54,225
Total	**$50,407,549**	**10,863,779**

Source: CITT Quarterly Transit Ridership Reports

[24] Urbanized Area Formula Grants - 5307 | FTA
[25] cmaqessentials.pdf
[26] Routes vary per day and week

Map 2- 3: Existing Local Fixed-Route Services in Miami-Dade County



Freebee / On-Demand

On-demand micro-transit services, such as Freebee, exemplify flexible, door-to-door transportation using electric vehicles, as illustrated in **Figure 2-5** from the City of Aventura. These services provide a sustainable and cost-effective alternative to traditional transit while supporting TDM strategies by alleviating congestion, improving accessibility, and enhancing first- and last-mile connectivity with existing transit networks. By offering free or low-cost rides, on-demand micro-transit expands mobility options for residents, employees, and visitors, particularly in areas underserved by fixed-route transit. Nevertheless, these services face challenges such as limited capacity, fluctuating demand, and funding sustainability, which could affect their long-term scalability and effectiveness.

Figure 2- 5: City of Aventura Freebee

Source: Biscayne Times

TMAs can play a crucial role in expanding and integrating micro-transit services by coordinating partnerships between municipalities, employers, and transit agencies. TMAs can help optimize service areas, connect on-demand transit with local circulators and fixed-route transit hubs, and develop employer-based commuter programs that subsidize rides for workers. Additionally, TMAs can assist in securing sustainable funding through grants, business contributions, and public-private partnerships, ensuring that micro-transit services remain viable, equitable, and efficient.

Several policies and frameworks support the expansion of on-demand micro-transit services. Miami-Dade County's Comprehensive Development Master Plan (CDMP)[27] and Complete Streets Guidelines prioritize multimodal, sustainable solutions, providing a policy foundation for micro-transit integration. At the federal level, the Federal Transit Administration (FTA) offers funding through programs such as the Mobility on Demand (MOD) Sandbox Program[28] and the Congestion Mitigation and Air Quality (CMAQ) Improvement Program, which support innovative transit services that reduce emissions and congestion[29]. Additionally, local zoning and land use policies can encourage micro-mobility hubs, dedicated pick-up and drop-off zones, and electric vehicle charging infrastructure, all of which can support on-demand transit.

[27] Transportation Element
[28] Mobility on Demand Sandbox Program | FTA
[29] cmaqessentials.pdf

On-demand micro-transit services like Freebee, already active in several Miami-Dade County municipalities as illustrated in **Map 2-4** and with more than 725,000 passengers in 2024 as shown in **Table 2-3**, hold significant potential for expansion and improvement through the efforts of TMAs. By prioritizing seamless integration with fixed-route transit systems, bolstering workforce mobility, and extending coverage to underserved areas, TMAs can elevate the effectiveness of these services. With strategic coordination, sustainable funding, and a focus on multimodal integration, TMAs can contribute to building a transportation network that is not only more accessible and efficient but also environmentally sustainable, catering to the diverse and evolving needs of Miami-Dade County's residents, businesses, and visitors.

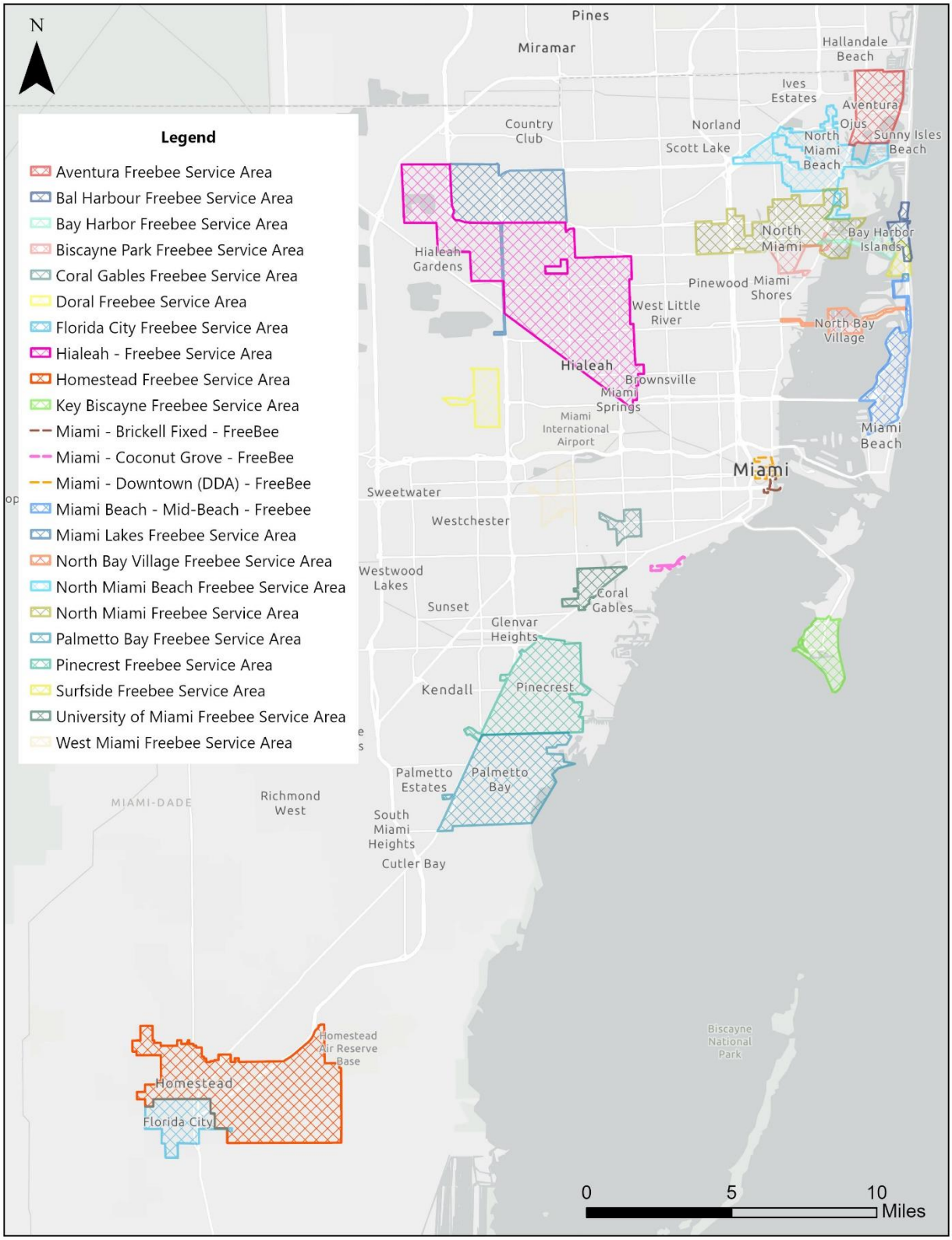
Table 2- 3: Existing On-Demand Services in Miami-Dade County[30]

Existing On-Demand Services	FY 2024 Committed PTP Funding	FY 2024 Ridership Totals
City of Aventura Freebee	$1,425,000	116,693
Village of Bal Harbour Freebee	$137,567	11,298
Town of Bay Harbor Islands Freebee	$132,500	25,715
Village of Biscayne Park Freebee	$40,410	5,907
City of Coral Gables Freebee	$483,636	74,712
City of Doral Freebee	$366,700	45,435
City of Florida City Freebee	$246,064	37,733
City of Hialeah Freebee	$374,281	38,498
City of Homestead Freebee	$340,153	22,854
Village of Key Biscayne Freebee	$875,000	113,596
University of Miami Freebee	Not funded by PTP	N/A
City of Miami - Brickell Fixed-Route Freebee	Not funded by PTP	N/A
City of Miami - Coconut Grove Fixed-Route Freebee	Not funded by PTP	N/A
City of Miami - DDA Circulator Freebee	Not funded by PTP	N/A
City of Miami Beach Mid-Beach Freebee	Not funded by PTP	N/A
Town of Miami Lakes Freebee	$482,067	33,299
Village of North Bay Village Freebee	$120,000	13,298
City of North Miami Freebee	$99,786	33,573
City of North Miami Beach Freebee	$582,690	40,485
City of Opa-locka	Not funded by PTP	N/A
Village of Palmetto Bay Freebee	$125,000	18,645
Village of Pinecrest Freebee	$264,097	39,413
City of South Miami Freebee	$182,926	33,265
Town of Surfside Freebee	$65,880	4,355
City of Sweetwater/FIU Freebee	Not funded by PTP	N/A
City of West Miami Freebee	$92,387	16,452
Total	**$6,436,144**	**725,226**

Source: CITT Quarterly Transit Ridership Reports

[30] Information about services in the City of Opa-locka and City of Sweetware/FIU is not available

Map 2-4: Existing On-Demand Services in Miami-Dade County



2.2 Miami-Dade County

This section provides an overview of Miami-Dade County's various existing mobility-related programs, policies and initiatives, allowing CITT to understand how existing initiatives can support the establishment of TMAs countywide. Before diving into the plans, programs, policies, and projects overseen by the County's relevant departments, it is important to understand the County's basic policies, as documented in the Code of Ordinances, referenced below.

Miami-Dade County Code of Ordinances: The Miami-Dade Code of Ordinances provides a strong policy foundation for the establishment of TMAs by promoting enhanced mobility, transit-oriented development, expanded non-motorized networks, and the creation of RTZs. These policies encourage multimodal transportation options, reduce congestion, and improve first- and last-mile connectivity, all of which align with the core functions of TMAs. Additionally, the Code establishes the CITT, which oversees the use of surtax funding to support transit investments, including closing mobility gaps and funding first- and last-mile services. Notably, the ordinance limits surtax dollars for on-demand services to trips under five miles, reinforcing localized mobility solutions. By providing a policy framework that encourages sustainable and accessible transportation options, the existing Code of Ordinances already supports TMAs in coordination with TDM strategies, facilitating public-private partnerships, and optimizing local mobility solutions. Additional policies, processes, and frameworks could further strengthen the establishment and effectiveness of TMAs in Miami-Dade County.

To ensure the successful establishment of TMAs and maximize their impact, Miami-Dade County could establish a formal process for recognizing and designating TMAs, providing clear guidelines, operational standards, and funding mechanisms to support their formation. A dedicated funding stream, separate from existing transit surtax allocations, could help finance TMA-led initiatives such as localized shuttle services, carpool programs, and employer-based commuter benefits. Furthermore, integrating TMAs into countywide transportation planning would ensure alignment with major infrastructure projects, transit expansion, and land-use planning efforts, creating a more coordinated and comprehensive multimodal transportation network. The County could also strengthen its RTZ and transit-oriented development (TOD) policies by explicitly incorporating TMAs into land-use regulations, requiring new developments in high-density transit-friendly areas to participate in TMA-led commuter programs. This could include initiatives such as shuttle services, bikeshare integration, and employer-based transit subsidies to reduce SOV trips. Additionally, establishing data-sharing agreements between the County, transit agencies, and TMAs would allow for improved tracking of transportation trends, commuter behavior, and program effectiveness. Standardized performance metrics could help identify successful TDM strategies and optimize mobility solutions across different regions. By expanding the policy framework to formally support and integrate TMAs within Miami-Dade's mobility planning, the County can enhance transportation accessibility, reduce congestion, and create a more sustainable, multimodal transportation network.

Miami-Dade County Department of Transportation and Public Works (DTPW)

Countywide Transportation Master Plan (CTMP): The Miami-Dade Countywide Transportation Master Plan (CTMP), expected to be adopted in Spring 2025, serves as a comprehensive, 20-year blueprint for guiding capital investments and prioritizing improvements across transit, pedestrian,

bicycle, roadway, and freight networks. By prioritizing multimodal infrastructure, stakeholder coordination, and innovative mobility solutions, the CTMP aligns with the objectives of TMAs, which focus on reducing congestion, improving accessibility, and enhancing first- and last-mile connectivity. The plan advances transit access, TODs, and multimodal integration, all of which support seamless transportation networks, an effort that TMAs are well-positioned to help implement and expand.

The CTMP establishes policies and investments that naturally align with the functions and benefits of TMAs, reinforcing their role in managing and improving local and regional mobility. The plan prioritizes transit expansion, complete streets infrastructure, and first- and last-mile solutions. Additionally, the plan's emphasis on multimodal coordination ensures that bicyclists, pedestrians, transit riders, and drivers are all considered in future transportation investments. While the CTMP provides strong policy alignments with TMAs, additional measures could be implemented to further establish and integrate TMAs within Miami-Dade County. Establishing a dedicated TMA policy framework would define TMAs' roles, responsibilities, and funding eligibility, ensuring that they are strategically incorporated into the County's transportation planning and funding processes.

Since TMAs rely on employer involvement to implement commuter benefit programs, vanpools, and shuttle services, Miami-Dade County could offer tax incentives, regulatory benefits, or matching funds to encourage business participation. The County could also explore dedicated funding mechanisms within the CTMP's capital investment strategy to support TMA operations, pilot programs, and service expansions. Potential funding sources include grants, developer contributions, surtax allocations, or reinvestment of parking revenues into TMA-led initiatives. Additionally, integrating TMAs into regional transit planning efforts would ensure they play an active role in improving connectivity, filling mobility gaps, and supporting first- and last-mile solutions. This could include requiring new transit-oriented communities and developments, and major employers to participate in TMA initiatives as part of their transportation mitigation strategies. Establishing data-sharing agreements between TMAs, transit agencies, and the County would enable better tracking of commuter trends, congestion impacts, and program effectiveness, while standardizing performance metrics would help measure the success of the various TDM strategies.

The CTMP provides a strong foundation for TMA development by prioritizing multimodal infrastructure, transit access, and innovative mobility solutions. However, additional policies, funding mechanisms, and employer-incentives could further solidify TMAs as a key tool for implementing TDM strategies and enhancing Miami-Dade's transportation network. By integrating TMAs into countywide transportation planning, establishing dedicated funding streams, and fostering public-private collaboration, Miami-Dade County can utilize TMAs as a central role in creating a more efficient, sustainable, and connected mobility system.

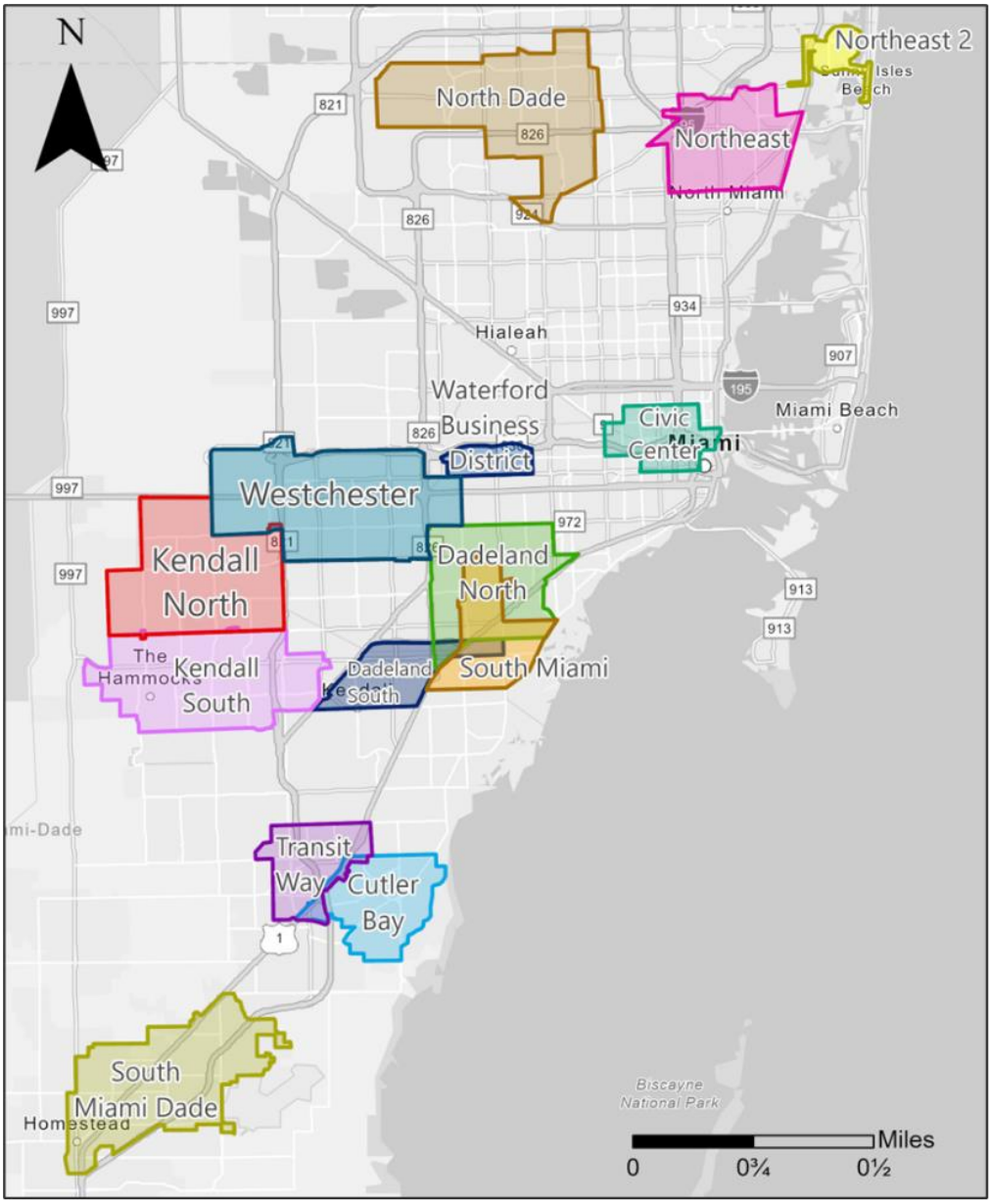
MetroConnect: The MetroConnect service is a free, on-demand shared ride program designed to offer a flexible and convenient transportation alternative to traditional public transit. Through the MetroConnect app, users can request rides by entering their pickup location and destination within one of the 11 service zones depicted in **Map 2-5**, allowing for seamless travel to and from key locations. MetroConnect plays a critical role in closing first- and last mile gaps, which aligns with TDM strategies aimed at reducing congestion and increasing access to public transit and multimodal options. By providing a reliable and affordable transit solution, MetroConnect encourages a modal shift away from SOVs, a key goal in the establishment and success of TMAs.

TMAs can play a role in expanding MetroConnect services to employment centers, transit hubs, and high-demand areas, ensuring that businesses and residents benefit from improved connectivity.

MetroConnect's data-driven approach to optimizing service zones and travel patterns can be leveraged by TMAs to design targeted mobility solutions, particularly in areas with limited fixed-route transit options. While MetroConnect provides a strong foundation for enhancing local mobility, additional policies and frameworks could further integrate this service into TMA-driven initiatives. Miami-Dade County could implement formal partnerships between TMAs and MetroConnect operators to ensure expanded service coverage, increased efficiency, and improved accessibility for employees and commuters. Additionally, establishing dedicated funding streams within the County's transit budget to support MetroConnect as a TMA-enhanced mobility option could help sustain and expand the service. Policies requiring new developments, large employers, and business districts to participate in or financially support TMA-led micro-transit solutions could ensure that MetroConnect remains a scalable, long-term transportation alternative.

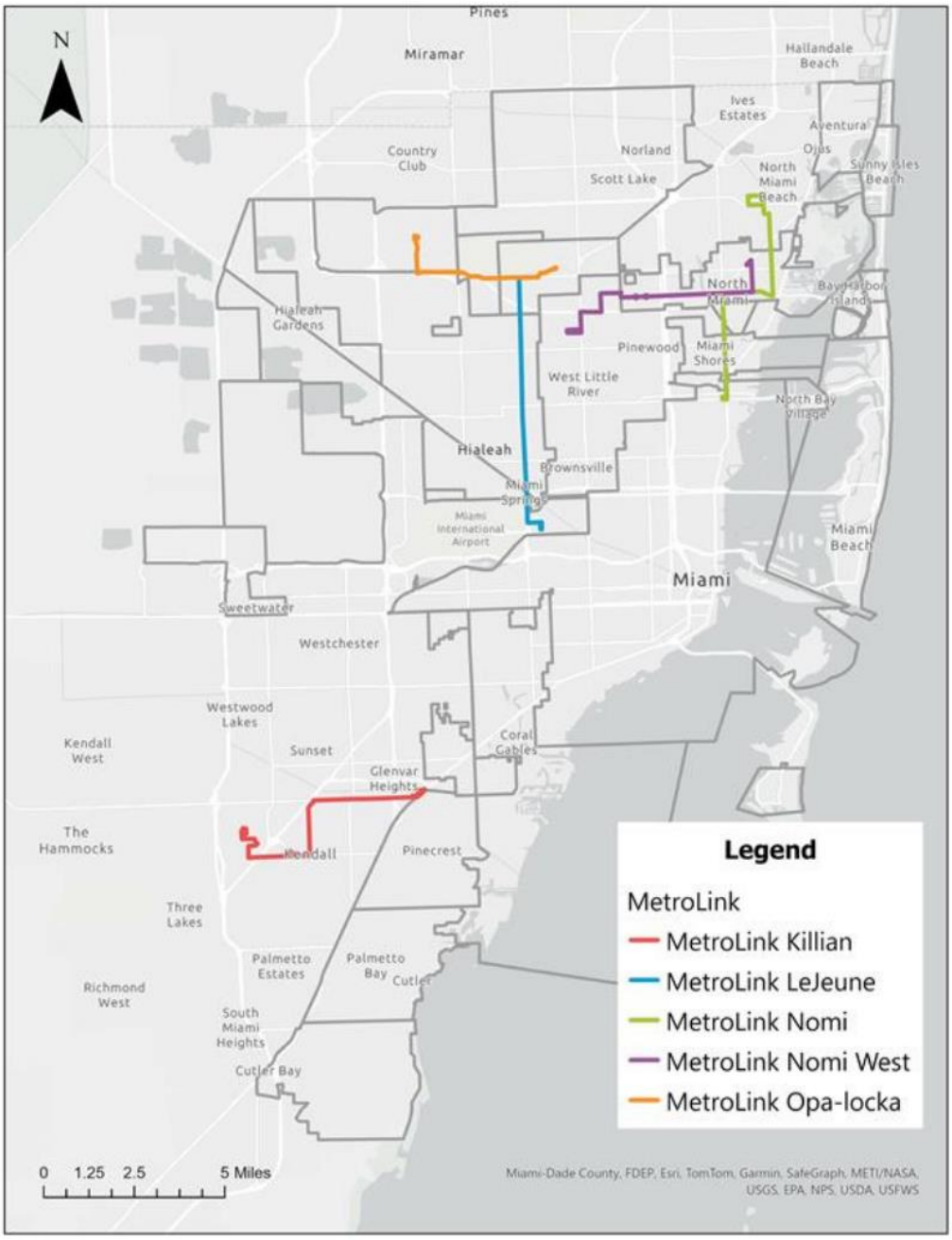
To further optimize MetroConnect's role within a TMA framework, Miami-Dade County could explore integration with existing employer-based commuter programs and transit pass incentives, encouraging businesses to promote MetroConnect as a viable commuting option for their workforce. TMAs could also coordinate MetroConnect services with other micro-mobility options, such as bike share and e-scooters, creating a seamless multimodal ecosystem that encourages sustainable travel behavior. Finally, data-sharing agreements between the County, TMAs, and MetroConnect providers could improve service planning, route optimization, and user experience, ensuring service remains responsive to commuter needs.

Map 2- 5: Existing MetroConnect Service Zones



MetroLink: The MetroLink service provides a critical transportation option for residents in areas with limited transit access, using smaller vehicles to connect rides to high-frequency transit routes, key destinations, and major transportation hubs. Operating on weekdays from 6 a.m. to 8 p.m., MetroLink serves six designated service areas as illustrated in **Map 2-6**, with rides available every 45 minutes at existing Metrobus stops. By linking residents to Tri-Rail, Miami International Airport, and other major transit corridors, MetroLink enhances mobility, reduces congestion, and decreases reliance on SOVs.

Map 2- 6: Existing MetroLink Service Areas



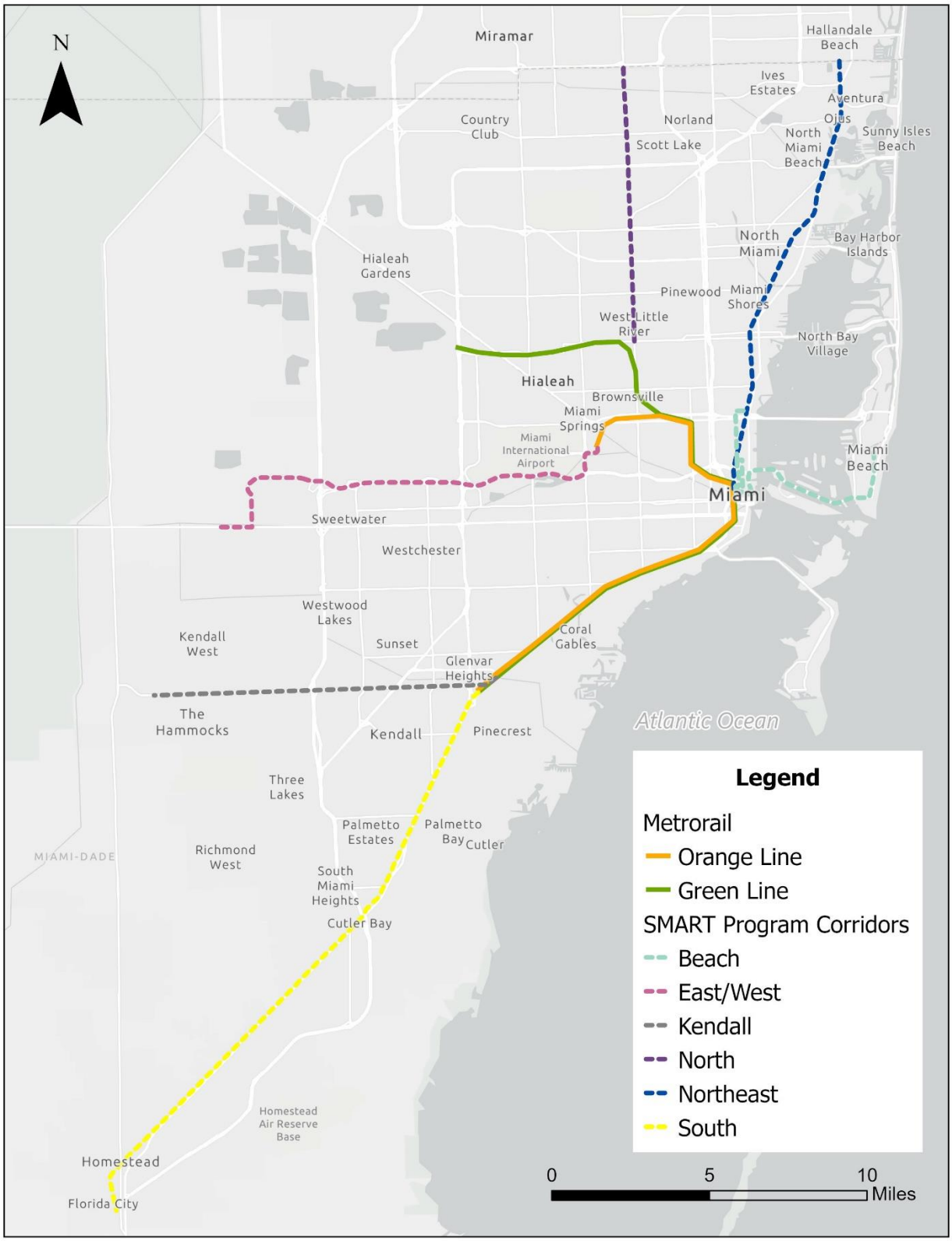
These benefits align with the objectives of TMAs, which focus on improving first- and last-mile connectivity, expanding multimodal options, and promoting transit use through TDM strategies. MetroLink's fixed-route, high-frequency model aligns with the core functions of TMAs, providing efficient and reliable connections for commuters, particularly in underserved areas. TMAs can expand and optimize MetroLink services by working with local businesses, municipalities, and transit agencies to extent service coverage, identify high-demand areas, and enhance accessibility for employees and residents. Additionally, TMAs can play a role in coordinating employer-based transit

programs, ensuring that MetroLink effectively serves business districts, office parks, and commercial centers, reducing the need for employee parking and SOV commutes.

While MetroLink is a valuable addition to Miami-Dade's transit network, additional policies and frameworks could further integrate the service into TMA-led mobility initiatives. The County could establish formal partnerships between TMAs and MetroLink operators to support service expansion, customized travel solutions, and improved access to employment centers. Employer participation incentives, such as subsidized transit passes, shared funding models, or regulatory incentives, could encourage businesses to actively support MetroLink as a viable commuting option for their workforce. Furthermore, dedicated funding mechanisms, including state and federal grants, surtax allocations, or business contributions, could ensure long-term sustainability and scalability of MetroLink services. To maximize MetroLink's impact within a TMA-drive mobility framework, the County could integrate the service with other micro-mobility options, such as bikeshare, e-scooters, and circulator shuttles, creating a seamless multimodal transportation network. Additionally, establishing data-sharing agreements between TMAs, MetroLink, and transit agencies would allow for real-time service optimization, demand forecasting, and performance tracking, ensuring MetroLink remains responsive to changing commuter demand.

The Strategic Miami Area Rapid Transit (SMART) Program: The SMART Program is a transformative initiative designed to expand Miami-Dade County's public transit infrastructure by advancing six (6) rapid transit corridors, highlighted in **Map 2- 7**, creating a more integrated, efficient, and sustainable transportation network. By leveraging existing infrastructure and incorporating innovative technology, the program is positioned to support future population and employment growth while enhancing accessibility and reliability for transit users. The SMART Corridors will facilitate TODs, improve multimodal connectivity, and provide real-time transit information, ensuring that riders can make informed and convenient travel decisions. Additionally, the program includes the expansion of premium transit services and new park-and-ride facilities, making it easier for commuters to access transit while reducing overall congestion. The SMART Program serves as the backbone of a countywide multimodal system, integrating land use and mobility planning through the creation of RTZs, which promote dense, mixed-use development around major transit corridors.

Map 2- 7: SMART Program Corridors



This initiative directly supports the establishment and success of TMAs by fostering a more coordinated and efficient regional transportation network. TMAs can play a critical role in optimizing mobility solutions within the SMART corridors by coordinating first- and last-mile connections, managing commuter programs, and advocating for multimodal transportation options. By integrating TMAs into the SMART Program's framework, Miami-Dade County can further enhance accessibility to transit stations, promote shared mobility options such as bike share and on-demand micro-transit, and implement TDM strategies to reduce reliance on SOVs. Additionally, TMAs can collaborate with employers and local stakeholders to develop customized transit solutions that align with the SMART Program's goals, including the promotion of carpooling, vanpooling, shuttle services, and transit pass subsidies.

While the SMART Program provides a strong foundation for a more connected and sustainable transportation system, additional policies, funding mechanisms, and public-private partnerships could further integrate TMAs into the County's long-term transit vision. Establishing formal partnerships between TMAs and Miami-Dade's Department of Transportation and Public Works would ensure seamless multimodal connections, particularly in RTZ-designated areas where high-density development is planned. Incentivizing employer participation in TMA-led commuter programs through tax benefits, regulatory flexibility, or direct financial support could also enhance ridership and reduce peak-hour congestion. Additionally, dedicate funding sources, such as developer impact fees, state, and federal transportation grants, or revenue reinvestment could support the expansion and operational sustainability of TMAs.

To further optimize the role of TMAs within the SMART Program, Miami-Dade County could implement data-sharing agreements and mobility analytics platforms that allow TMAs to track commuter trends, evaluate service efficiency, and refine first- and last-mile solutions based on real-time demand. Integration with micro-mobility options such as e-scooters, bikeshare, and employer-sponsored shuttles could also enhance accessibility and create a seamless, multimodal transportation experience.

Miami-Dade Transportation Planning Organization (TPO)

2050 SMART M.A.P. Long Range Transportation Plan (LRTP): The 2050 SMART M.A.P. LRTP sets a comprehensive vision for the future of transportation in Miami-Dade County, focusing on three core principles: mobility, accessibility, and prosperity. The plan prioritizes safe streets for all, first- and last-mile connectivity, and TODs, while also emphasizing safe route to transit, multimodal infrastructure, as well as strategic funding and implementation approaches. While the LRTP does not explicitly mention the establishment of TMAs, its six strategic goals, identified in **Figure 2-6**, align with the foundational principles of TMAs, creating a strong policy framework to support their development.

The plan's commitment to safety, connectivity, innovation, climate resilience, equity, and economic competitiveness directly supports TMA-led initiatives by encouraging a well-integrated, multimodal transportation system that enhances mobility for residents, businesses, and visitors. For instance, the "*Safe, Secure and Reliable*" goal ensures that all modes and technologies are maintained for safe and reliable operations, which TMAs can support through TDM strategies such as shared mobility solutions, employer-based commuter programs, and transit accessibility improvements. The "*Connected*" goal promotes an interconnected network of transportation options, reinforcing TMAs'

role in expanding first- and last-mile connectivity, facilitating public-private transit partnerships, and integrating multiple modes of travel.

Moreover, the "*Innovative*" goal highlights the importance of leveraging technology to enhance all transportation modes, a principle that TMAs can advance by implementing smart mobility solutions such as real-time transit data, micro-mobility services, and app-based ridesharing programs. Climate Resilience is also a key component of the LRTP, ensuring that transportation infrastructure can withstand climate events, which TMAs can address through sustainable transit options, carpooling incentives, and policies that reduce vehicle emissions. The "*Equitable*" goal focuses on restoring community connectivity and designing livable, integrated transportation programs, aligning with TMAs' mission to enhance mobility for all populations, especially in historically underserved communities. Finally, the "*Economically Competitive*" goal encourages land use policies that support transit, new technologies, and telecommuting infrastructure, reinforcing TMAs' role in coordinating employer-based transit solutions and promoting sustainable urban development.

Figure 2- 6: LRTP's Six Strategic Goals

Source: 2050 LRTP (pg. 21)

To further support the establishment of TMAs, Miami-Dade County could incorporate these associations into the LRTP's implementation strategies, ensuring they play a formal role in enhancing first- and last-mile access, expanding multimodal transportation options, and managing congestion. Additionally, the County could develop incentive programs for employer participation in TMAs, encouraged dedicated funding mechanisms, and establish performance metrics for tracking the effectiveness of TMAs in achieving LRTP goals. Finally, public-private partnerships could also be

leveraged to expand TMA-led services, ensuring that transit and micro-mobility options remain financially sustainable and accessible.

SMART Street Transportation Enhancement Program (STEP): This program is designed to facilitate interagency coordination, drive innovation, and accelerate the implementation of pedestrian and bicycle improvements throughout Miami-Dade County. By prioritizing multimodal connectivity and system safety, the SMART STEP Program enhances the walkability and bikeability of urban and suburban areas, creating a safer and more accessible transportation network. The Miami-Dade TPO leads this initiative in collaboration with FDOT District 6, Miami-Dade DTPW, Miami-Dade County Parks, Recreation and Open Spaces (PROS), and various municipalities to implement infrastructure improvements that support active transportation options. To further coordinate efforts and ensure equitable infrastructure development, the SMART STEP Program is supported by two dedicated task forces: the Urban Mobility Task Force and the Non-Urban Core Task Force.

While the program primarily focuses on enhancing pedestrian and bicycle safety and connectivity, it plays a key role in supporting the establishment of TMAs by closing first- and last-mile infrastructure gaps. TMAs rely on safe, efficient, and accessible multimodal networks to encourage sustainable commuting options, such as walking, bicycling, and micro-mobility solutions. The SMART STEP Program enables TMAs to better implement TDM strategies, reducing reliance on SOV trips and encouraging the use of transit, bikeshare, and other shared mobility options by improving pedestrian and bicycle access.

To further support TMAs, Miami-Dade County could integrate TMA coordination into the program's planning efforts, ensuring that new pedestrian and bicycle infrastructure investments align with employer-based commuting programs, transit hubs, and high-demand areas. Additionally, expanding data-sharing initiatives between SMART STEP projects and TMAs could help identify mobility trends, optimize infrastructure placement, and refine active transportation programs to increase user adoption and safety. The County could also establish funding incentives or policy guidelines that encourage employers and developers to support TMAs by incorporating bicycle facilities, pedestrian-friendly designs, and first- and last-mile solutions into new developments.

SMART Congestion Management Dashboard (CMD): The CMD is a real-time mobility data tracker designed to support the implementation of the SMART Program by providing critical travel data and analytical tools to evaluate individual transit corridors. This tool plays a vital role in monitoring and optimizing mobility patterns, helping Miami-Dade County planners and transportation agencies assess the impact of transit investments and identify areas for improvement. By leveraging real-time and historical data, the CMD enhances the ability to track congestion trends, measure travel efficiency, and refine multimodal solutions.

While the CMD primarily focuses on assessing and advancing SMART Program corridors, it can also play a key role in supporting the establishment and effectiveness of TMAs. Since TMAs rely on data-driven decision-making to implement and refine TDM strategies, the same mobility metrics collected through the CMD can be used to evaluate first- and last-mile connectivity gaps, measure commuter patterns, and document the success of new or existing TMA programs. The CMD can provide quantifiable insights into how TMAs can impact congestion reduction, transit ridership, and multimodal accessibility by analyzing before-and-after data.

To further integrate TMAs into countywide transportation planning, Miami-Dade County could develop customized TMA-focused dashboards within the CMD, allowing TMAs to track the effectiveness of their programs in real time. The County could also establish data-sharing agreements between TMAs and transit providers, including Miami-Dade Transit, ensuring that mobility trends and congestion patterns inform route planning, micro-mobility deployment, and employer-based commuter programs. Finally, TMAs could use the CMD data to secure funding and stakeholder support by demonstrating measurable improvements in traffic flow, transit access, and vehicle miles traveled (VMT) reduction.

Miami-Dade County Office of Regulatory and Economic Resources (RER)

Comprehensive Development Master Plan (CDMP): The Miami-Dade County CDMP serves as the County's long-term framework for future growth, land use, and transportation planning. Divided into 13 Plan Elements, the CDMP sets policies that shape the built environment, ensuring that land use and transportation systems are integrated to create a more efficient, sustainable, and connected county. The CDMP provides a strong policy framework for multimodal connectivity, additional measures could further support the establishment of TMAs in Miami-Dade County. The County could codify TMAs within the CDMP, explicitly recognizing them as key partners in implementing transit-supportive policies, coordinating first- and last-mile services, and enhancing accessibility in designated growth areas. While the CDMP does not explicitly mention TMAs, its **Land Use** and **Transportation** Elements, summarized below, establish a strong foundation for their development by emphasizing compact urban growth, multimodal connectivity, and transit-oriented infrastructure.

- **Land Use Element**: The Land Use Element of the CDMP focuses on minimizing energy consumption, maximizing public infrastructure efficiency, and promoting dense, mixed-use development to support a more sustainable and transit-friendly urban form. Policies emphasize reducing transportation-related air pollution, shaping urban development patterns to optimize public transit investment, and promoting activity centers that improve transportation efficiency for both public and private sectors. These policies align with TMAs by supporting TDM strategies that reduce SOV trips, encourage transit use, and integrate shared mobility solutions into high-density areas.

  By concentrating development around activity centers, the Land Use Element provides a foundation for TMA expansion, allowing for stronger public-private partnerships to coordinate transportation services in key employment, commercial, and residential hubs. Miami-Dade County could strengthen the connection between land use and transportation by requiring TMA participation in new development projects within designated growth areas, ensuring that transit services, micro-mobility options, and employer-based commuter programs are integrated into the urban fabric.

- **Transportation Element:** The Transportation Element of the CDMP focuses on coordination transportation and land use planning to create a more accessible and efficient mobility network. Policies prioritize efficient transit service, multimodal transportation options, and a strong funding base to maintain and expand transit infrastructure. The **Traffic Circulation** Sub-element emphasizes aligning transportation improvements with land use patterns, ensuring that future developments are well-served by public transit and active transportation options. Additionally,

the CDMP highlights the need for private contributions to supplement public funding, creating an opportunity for employer-supported transit initiatives that TMAs could oversee.

These policies naturally support the establishment of TMAs by encouraging the expansion of transit services, coordinating multimodal transportation planning, and securing financial resources for sustainable mobility solutions. TMAs can further bridge transportation gaps by managing on-demand services, shuttle programs, carpooling incentives, and other commuter assistance programs that complement the County's transportation infrastructure. To strengthen this alignment, Miami-Dade County could establish formal partnerships between TMAs and transit agencies, ensuring that private-sector contributions and employer-supported mobility programs are directly integrated into transportation planning efforts.

Miami-Dade County Parks, Recreation and Open Space (PROS)

Complete Streets Guidelines: The Miami-Dade County Complete Streets Guidelines provide design guidance for on- and off-road projects, ensuring that the transportation network is safe, accessible, and equitable for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. By incorporating Complete Streets concepts, the guidelines emphasize a context-sensitive approach to transportation planning, integrating land use with multimodal infrastructure to create corridors that prioritize safety, connectivity, and accessibility. While the document does not call out specific projects, it outlines key policy recommendations for implementing agencies like Miami-Dade DTPW, such as adjusting sidewalk widths based on land use, incorporating bicycle facilities into collector and arterial streets, reallocating road space for pedestrian and bicycle infrastructure, and expanding right-of-way where necessary to accommodate multimodal features. These recommendations establish a clear framework for designing streets that encourage walking, bicycling, and transit use, reducing reliance on SOVs and fostering more livable, walkable communities.

The Complete Streets Guidelines align closely with the objectives of TMAs by supporting the development of first- and last-mile infrastructure, improving pedestrian and bicycle access, and promoting multimodal connectivity. TMAs work to reduce traffic congestion, increase transit use, and improve commuter options, all of which are dependent on a safe and accessible transportation network. By implementing the design principles outlined in the guidelines, Miami-Dade County can enhance walkability and bikeability in business districts, residential areas, and transit corridors, allowing TMAs to better implement TDM strategies such as bikeshare programs, pedestrian-friendly transit hubs, and employer-sponsored commuter benefits.

To further integrate Complete Streets and TMAs, Miami-Dade County could require TMA participation in roadway planning and redevelopment projects, ensuring that street designs align with TMA-led mobility initiatives. Additionally, the County could prioritize funding for TMA-supported infrastructure projects, such as protected bicycle lanes, pedestrian safety improvements, and enhanced bus stops, reinforcing the link between street design and sustainable commuting options. Expanding data-sharing initiatives between TMAs and transportation agencies would also allow for better tracking of multimodal use patterns, helping to refine future roadway improvements based on real-time commuter behavior.

2.3 Regional

This section outlines the Southeast Florida Region's key mobility programs, policies, and initiatives currently in progress. Encompassing Miami-Dade, Broward, and Palm Beach Counties, Southeast Florida works cooperatively to plan for and encourage enhanced regional mobility. This section provides a comprehensive view of the regional efforts to address increased growth and congestion through TDM strategies, helping facilitate efficient mobility throughout the tri-county region.

South Florida Regional Transportation Authority (SFRTA)

Tri-Rail: Tri-Rail, operated by the South Florida Regional Transportation Authority (SFRTA), is a regional commuter rail system that connects Miami-Dade, Broward, and Palm Beach Counties through 19 stations. Within Miami-Dade County, these stations include Golden Glades, Opa-locka, Metrorail Transfer, Hialeah Market, Miami International Airport, and MiamiCentral, as illustrated in **Figure 2-7**. This service plays a vital role in linking the tri-county area, providing residents, commuters, and visitors with an accessible and efficient transportation option. By providing frequent and reliable commuter rail service, Tri-Rail enhances regional connectivity, reduces congestion, and offers a viable alternative to driving, particularly for commuters traveling long distances across county lines.

Tri-Rail plays a key role in supporting the establishment of TMAs by facilitating first- and last-mile connections, integrating with local transit services, and encouraging employer-based commuter programs. TMAs work to improve mobility options around transit hubs, making it easier for employers and residents to connect between Tri-Rail and their final destinations. The six Miami-Dade Tri-Rail stations already serve as multimodal transit hubs, linking commuters to Metrorail, Metrobus, and local circulator services. However, TMAs could further enhance accessibility by coordinating shuttle services, shared mobility options, and last-mile solutions that bridge the gap between stations and employment centers.

Figure 2- 7: Tri-Rail Train Approaching the West Palm Beach Station

Source: Pexels

To further integrate TMAs into the Tri-Rail network, Miami-Dade County could establish formal agreements between SFRTA and local TMAs, ensuring that new development projects, employment hubs, and high-density areas near Tri-Rail stations are supported by coordinated mobility solutions. Additionally, several policy and infrastructure initiatives could further strengthen the role of TMAs in supporting Tri-Rail's long-term success. Expanding first- and last-mile funding programs would allow TMAs to develop targeted micro-transit and shared mobility solutions that improve access to Tri-Rail stations. Encouraging public-private partnerships between TMAs, transit agencies, and employers could help fund station-area improvements, such as bicycle lanes, pedestrian infrastructure, secure bicycle parking, and shared mobility hubs. Integrating real-time data-sharing agreements between Tri-Rail, TMAs, and local transit agencies would improve service coordination, demand forecasting, and trip-planning efficiency.

Bicycle Program: SFRTA's Bicycle Program significantly enhances first- and last-mile connectivity by providing commuter-friendly bicycle amenities that support seamless multimodal transportation. The program features an Onboard Bicycle Policy, which designates specific bicycle cars equipped with 14-space racks, allowing passengers to bring their bicycles onboard. This initiative, illustrated in **Figure 2-8**, resulted in 53,987 bicycle boardings at all Tri-Rail stations in Miami-Dade County[31], ensuring that riders can easily integrate cycling into their commute without needing alternative

[31] Tri-Rail Ridership Reports (2024)

arrangements for bike transportation. Additionally, most Tri-Rail stations offer complimentary bicycle lockers, enabling riders to securely store their bicycles at the station instead of carrying them on the train. These lockers provide added convenience and flexibility for cyclists, particularly for those who may only need their bicycles for portions of their journey.

Figure 2- 8: Tri-Rail Bicycle Train Car

This program directly supports the goals of TMAs by facilitating seamless multimodal travel, integrating bicycle infrastructure with transit, and promoting active transportation options. TMAs could further enhance bicycle accessibility by advocating for additional bicycle facilities near transit hubs, expanding bike-share programs, and coordinating employer-sponsored cycling initiatives. TMAs can work with local governments and transit agencies, like SFRTA, to improve bicycle-friendly infrastructure, such as protected bicycle lanes, wayfinding signage, bike access ramps, and designated, secure bicycle parking near major employment centers and key destinations

Ride Partner Service: SFRTA's Ride Partner Service enhances first- and last-mile connectivity by offering a $5 discount on Uber, Lyft, or taxi rides to and from selected Tri-Rail stations within Miami-Dade County. Passengers receive up to 12 ride credits per year, which can be used within 48 hours of program registration. While this service provides a flexible and convenient transit option, it is not available at MiamiCentral or the Miami Internation Airport Station, where other mobility options are more prevalent.

This initiative aligns with TMAs by promoting multimodal travel and reducing barriers to transit access. TMAs could help expand ride-hailing partnerships by negotiating additional subsidies, employer-sponsored ride programs, or increased ride credit allowances for commuters. Additionally, TMAs can work with local businesses and transit agencies to optimize pick-up/drop-off zones, integrate micro-transit services, and improve wayfinding signage, making shared rides more accessible and efficient. To further enhance this service, Miami-Dade County could allocate additional funding for TMA-coordinated ride subsidies, particularly for underserved areas or late-night commuters. Establishing data-sharing agreements between TMAs, Tri-Rail, and ride-hailing providers could also improve service efficiency, demand forecasting, and rider experience.

Brightline

Brightline Service: Brightline, Florida's high-speed intercity passenger rail service, connects Downtown Miami to the Orlando International Airport with stops in Aventura, Fort Lauderdale, Boca Raton, and West Palm Beach. Operating along the Florida East Coast (FEC) railroad tracks, Brightline offers frequent, hourly service, providing a fast and efficient alternative to driving between some of the region's densest urban centers. Within Miami-Dade County, the Aventura Station and

MiamiCentral serve as major transit hubs, integrating Brightline with local bus, micro-transit, and commuter rail services, making it a key component of a multimodal transportation network.

Brightline's Aventura Station and MiamiCentral provide a strong foundation for TMAs by enhancing regional mobility, reducing congestion, and facilitating first- and last-mile connectivity. TMAs could play a crucial role in optimizing access to Brightline station access by coordinating shuttle services, shared micro-transit solutions, and employer-based commuter programs to ensure seamless connections to residential areas, business districts, and other transit hubs. Additionally, TMAs can support multimodal integration by expanding bikeshare programs, improving pedestrian infrastructure, and negotiating shared ride partnerships, making Brightline more accessible for commuters.

To further strengthen the connection between Brightline and TMAs, Miami-Dade County could establish a public-private partnership to fund first- and last-mile solutions at Brightline stations, particularly in high-demand areas like the Aventura Mall, Downtown Miami, and nearby employment centers. TMAs could also work with employers and local governments to develop transit subsidy programs, encouraging more workers to use Brightline for daily commuting.

Parking Program: Brightline's parking program provides a first-mile solution for riders who drive to the station before boarding the train. In South Florida, parking can be added to a ticket purchase starting at $10 per day, while on-site parking starts at $20 per day. Additionally, monthly parking passes are available for $125 per month, allowing frequent commuters to use Brightline as a park-and-ride option for efficient regional travel. Brightline enhances accessibility and commuter flexibility, particularly for those in areas with limited transit connections by offering convenient station parking.

While parking is essential for some commuters, TMAs can help reduce parking demand by promoting shared mobility, carpooling, and alternative first-mile options. TMAs could partner with Brightline to expand last-mile connectivity, integrating shuttle services, bikeshare programs, micro-transit, and employer-based commuter solutions to provide more sustainable alternatives to driving. Additionally, TMAs can work with employers near Brightline stations to implement subsidized transit passes and carpooling incentives, reducing SOV trips and improving overall station accessibility. To further optimize first-mile access, Miami-Dade County could support TMA-led initiatives that encourage multimodal connectivity at Brightline stations, such as enhanced pedestrian and bicycle infrastructure, priority parking for carpoolers, and mobility hubs for shared micro-transit services.

Airport Connector Shuttles: Brightline's Airport Connector Shuttles provide a direct, fixed-schedule connection between Miami International Airport and MiamiCentral, departing every 15 minutes and closing a critical last-mile gap for travelers and commuters. The service offers set-rate fares, with rides costing $10 for the first passenger and $5 for each additional rider, ensuring a predictable and convenient travel option for those traveling between the airport and Brightline's regional rail network. By offering seamless access to Brightline's high-speed train service, the Airport Connector Shuttle enhances regional connectivity and multimodal integration, making it easier for passengers to transition between air and rail travel.

This service aligns with the objectives of TMAs by improving first- and last-mile connectivity, reducing congestion, and encouraging transit-oriented travel patterns. TMAs could expand upon Brightline's

Airport Connector model by coordinating additional shuttle services to key employment hubs, business districts, residential areas, or other transportation hubs such as PortMiami, ensuring more riders have efficient access to transit stations. Miami-Dade County could establish incentive programs or funding mechanisms that support shuttle expansions, shared-ride partnerships, and micro-transit solutions in areas with high commuter and traveler demand, in turn strengthening the impact of transit services within the County.

Other Programs: Both the Aventura Station and MiamiCentral have designated locations for Ride-Share loading. Additionally, Brightline offers guests who purchase a ticket in Premium Class a $10 Uber voucher to encourage ridesharing. Finally, to close first- and last-mile gaps in Downtown Miami, MiamiCentral has a CitiBike Bikeshare Docking Station, strategically placed outside the main entrance.

Southeast Florida Transportation Council (SEFTC)

The 2050 Regional Transportation Plan (RTP): The 2050 RTP, currently under development and anticipated for adoption in Fall 2025, serves as a long-term, 25-year blueprint for transportation investments across Miami-Dade, Broward, and Palm Beach counties. The RTP will define regional transportation goals, multimodal networks, project priorities, funding strategies, and implementation frameworks, ensuring that the region's growing transportation demands are met efficiently and equitably. While the final policies are still being developed, the plan is expected to include congestion management and TOD strategies, which will naturally support the establishment of TMAs by emphasizing first- and last-mile connectivity, multimodal integration, and sustainable commuting options.

By prioritizing regional mobility and congestion relief, the 2050 RTP aligns with the mission of TMAs, which focus on improving transportation efficiency through public-private partnerships, employer-based commuter programs, and alternative transportation solutions. TMAs could play a critical role in implementing RTP policies by managing micro-transit services, shuttle programs, carpooling incentives, and multimodal connections that support major employment centers and transit corridors. Additionally, TMAs can assist in coordinating local policies and programs that align with the RTP's regional vision, ensuring that cities and businesses actively contribute to reducing congestion and enhancing transit access.

To further integrate TMAs into the RTP's implementation, Miami-Dade County and its regional partners could establish dedicated funding mechanisms, policy incentives, and planning requirements that formally recognize TMAs as key facilitators of first- and last-mile solutions. The County could also encourage municipalities to develop local TMA-supportive programs, leveraging RTP funding to expand shared mobility options, improve pedestrian and bicycle infrastructure, and optimize transit station access. Finally, real-time data-sharing agreements between regional transportation agencies and TMAs could help track commuter trends, congestion impacts, and program effectiveness, ensuring that RTP goals are successfully implemented and continuously refined.

2.4 State of Florida

This section provides an overview of the State of Florida's various existing mobility-related programs, policies and initiatives, allowing CITT to understand how existing policies, programs and initiatives can support the establishment of TMAs within the County. It is important to understand the State's basic policies, as documented in Florida Statutes, referenced below.

Florida Statutes, Chapter 341.041: Florida Statutes, Chapter 341.041 grants FDOT the authority to develop, fund, and coordinate public transit initiatives throughout the state. This statute plays a critical role in supporting the establishment of TMAs by enabling FDOT to provide technical and financial assistance to local governments and transit operators, ensuring that TMAs have the resources needed to enhance mobility solutions and reduce congestion.

Through its statewide transit planning efforts, FDOT facilitates the integration of transportation modes, encourages public-private partnerships, and oversees commuter assistance programs, all of which align with TMA-led initiatives. Additionally, FDOT's involvement in marketing initiatives, system safety measures, and multimodal service coordination allows TMAs to leverage state-supported resources to improve first- and last-mile connectivity, employer-based commuter programs, and shared mobility solutions. Chapter 341.041 also ensures that TMAs can access project funding to support transit expansions, micro-transit services, and alternative mobility options, reinforcing their role in promoting sustainable transportation solutions. By coordinating with local entities, FDOT can help streamline service planning, optimize transit operations, and provide emergency transit support, ensuring that TMAs remain a strategic tool for enhancing multimodal transportation networks across Florida.

Florida Department of Transportation (FDOT)

South Florida Commuter Services (SFCS): The SFCS is an FDOT-sponsored program focused on reducing vehicle miles traveled (VMT) in South Florida through TDM strategies. As a strong advocate for multimodal commuting, SFCS promotes alternatives to SOV travel by offering programs and services that support sustainable transportation choices. These initiatives encourage commuters to shift towards transit, carpooling, vanpooling, bicycling, walking, and telecommuting, helping to alleviate congestion, improve air quality, and enhance regional mobility.

The SFCS program aligns closely with the mission of TMAs by providing incentives, commuter education, and first- and last-mile solutions that TMAs can integrate into employer-based initiatives and regional mobility programs. Future TMAs in South Florida can leverage SFCS resources and expertise to expand outreach efforts, increase participation in sustainable commuting programs, and develop tailored transportation solutions for businesses, municipalities, and commuters. An overview of SFCS's programs is below:

- **Guaranteed Ride Home (GRH) Program:** This program provides eligible commuters with complimentary Uber rides in the event of an emergency or unscheduled overtime, ensuring that individuals who carpool, vanpool, or use public transit at least three days a week have a dependable backup option. Participants can use up to six free riders per year, reinforcing the reliability of alternative commuting options by alleviating concerns about being stranded without

transportation. TMAs can integrate the GRH Program into employer-based commuter benefits, encouraging greater participation in shared mobility solutions while reducing SOV trips.

- **Try Transit Free:** This program allows commuters to request a free 3-day transit pass, providing an opportunity to experience public transit before making a long-term commitment. This initiative directly supports TMAs by encouraging new transit riders, reducing peak-house congestion, and promoting multimodal commuting habits. TMAs could expand the program by partnering with employers and residential communities to distribute passes and integrate transit into corporate commuter benefit programs.
- **Carpool Program:** This program educates commuters on the benefits of carpooling while offering a ride-matching tool that helps individuals find compatible carpool partners based on shared origins and destinations. The program also incentives carpooling by offering free access to I-95 Express Lanes, encouraging commuters to switch from solo driving to shared rides. TMAs can further enhance carpool participation by working with businesses, universities, and municipalities to create customized carpool incentive programs that reduce parking demand and promote cost-effective commuting alternatives.
- **Other Resources:** Beyond specific programs, SFCS provides educational resources and advocacy for walking, bicycling, public transit, employer-based commuting solutions, and remote work strategies. These resources align with TMA-led efforts to promote TDM strategies, ensuring commuters have access to alternative mobility options tailored to their needs. TMAs can collaborate with SFCS to expand workplace commuter education initiatives, integrate active transportation plans, and support policy changes that facilitate sustainable commuting behaviors.

Chapter 187, Florida Statutes: Chapter 187 of the Florida Statutes, known as the State Comprehensive Plan, establishes long-term transportation goals aimed at developing a coordinated, multimodal transportation system that enhances mobility, accessibility, ad sustainability across the state. The plan prioritizes reducing traffic congestion, expanding public transit options, promoting ridesharing, and improving accessibility for all users, ensuring that Florida's transportation network evolves to meet the needs of its growing population. This framework directly aligns with the role of TMAs, which work to reduce SOV trips, improve transit connectivity, and facilitate commuter programs. TMAs support the State Comprehensive Plan's objectives by implementing transportation demand management strategies, such as carpool and vanpool programs, employer-based transit benefits, last-mile solutions, and shared mobility services.

To further strengthen the integration of TMAs within Florida's transportation planning, the State could establish dedicated funding sources, formal policy guidelines, and regional coordination efforts that encourage public-private partnerships and multimodal investments. By leveraging Chapter 187's multimodal priorities, Miami-Dade County and other local governments can expand TMA initiatives, ensuring that transportation policies enhance commuter options, improve transit accessibility, and support a more sustainable and efficient mobility network.

3. Case Studies

TMAs play a critical role in addressing urban mobility challenges, reducing congestion, and promoting sustainable transportation options. Across the United States, successful TMAs have demonstrated the effectiveness of public-private partnerships, innovative commuter programs, and first- and last-mile solutions in reshaping regional transportation systems. While Florida has a few TMAs, an example being WPBgo, the State's landscape lacks large-scale, well-integrated TMAs comparable to those in other metropolitan regions. To develop a robust and effective TMA model for Miami-Dade County, it is essential to analyze best practices from leading cities that have successfully implemented TMAs with measurable impacts on mode shift and congestion reduction.

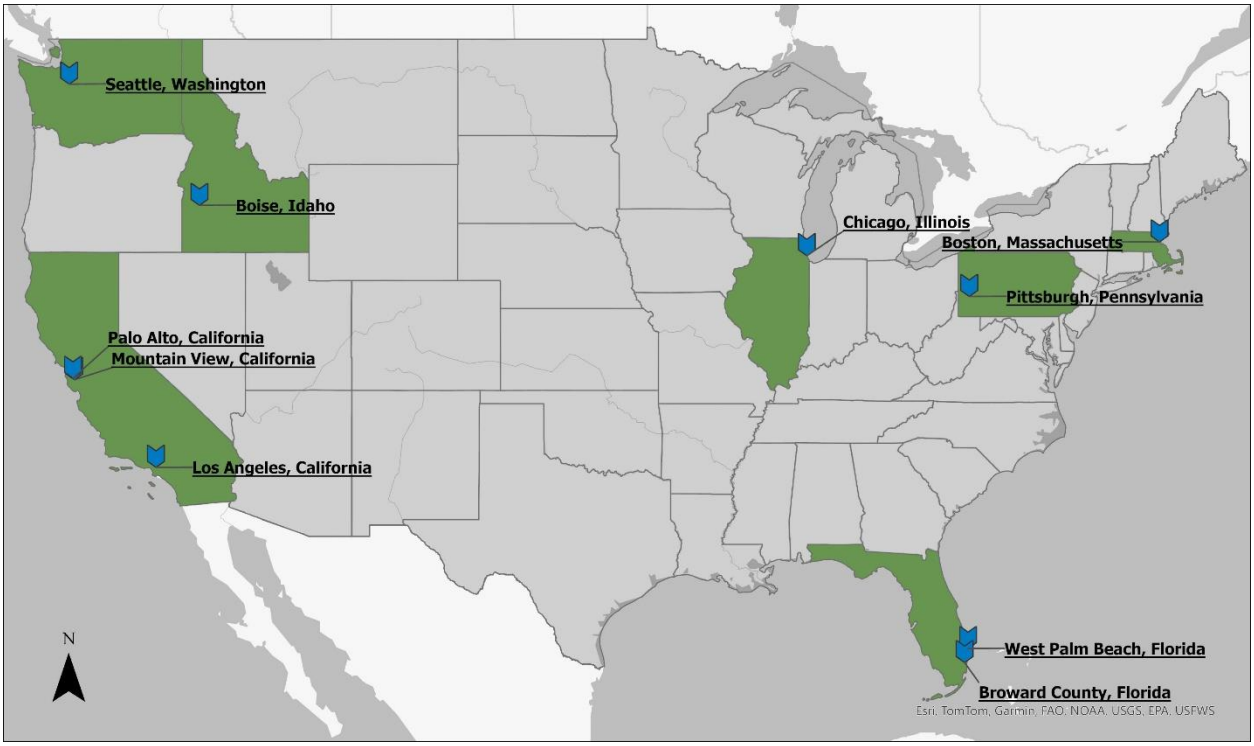
As Miami-Dade County's CITT explores the development of its own TMA program, examining successful models from across the United States provides valuable insights. This section highlights case studies from across the country, selected for their best practices in mobility management, public-private partnerships, and innovative commuter programs. These TMAs demonstrate effective strategies in reducing SOV trips, improving multimodal connectivity, implementing commuter incentives, and engaging stakeholders. By analyzing their funding models, service offerings, and operational challenges, CITT can apply lessons learned to create a tailored, efficient, and sustainable TMA program that enhances local mobility and reduces congestion within Miami-Dade County.

3.1 Lessons Learned from Comparable Metropolitan Areas

Examining TMAs from other major metropolitan areas will help build a foundation in structuring effective programs, securing sustainable funding, and engaging stakeholders. Cities like Seattle, Boston, and Chicago have established successful TMAs by using diverse funding sources, forming strong public-private partnerships, and implementing targeted commuter programs. These cities have demonstrated how TMAs can reduce SOV usage and enhance mobility through employer-based incentives, last-mile connectivity, and transit integration. A map of these TMA initiatives can be found in **Map 3-1**. In contrast, Florida's existing TMAs remain relatively small in scope, often lacking the comprehensive funding and widespread employer engagement necessary for large-scale impact.

WPBgo, the TMA serving West Palm Beach, is an example of a newly established program that has made significant progress in expanding alternative transportation options. Supported by local government agencies such as the City of West Palm Beach, the West Palm Beach Downtown Development Authority, the Palm Beach Transportation Planning Agency (TPA), PalmTran, SFRTA, the Palm Beach Atlantic University, Vanderbilt, the Palm Beach Business Development and other business contributors, WPBgo focuses on reducing traffic congestion and increasing mobility choices for commuters. One of its key successes has been the implementation of targeted commuter engagement strategies, including employer outreach, rideshare incentives, and multimodal accessibility improvements. Though still in its early stages, WPBgo membership has demonstrated the potential for TMAs to drive transportation change at the local level. However, for Miami-Dade to establish a highly effective TMA, it must look beyond Florida and adopt strategies from cities with more advanced and well-funded TMAs.

Map 3- 1: Comparable Transportation Management Associations in the United States



Based on factors such as population density, urban transportation challenges, and existing transit infrastructure, three cities were identified as the most relevant for Miami-Dade to model after: Boston (A Better City TMA), Seattle (Commute Seattle), and Chicago (Transportation Management Association of Lake-Cook). These cities have successfully implemented TMAs that integrate public and private partnerships, secure diverse funding sources, and drive measurable mode shifts in commuter behavior. By analyzing their structures, funding mechanisms, and effectiveness, Miami-Dade can develop a sustainable and impactful TMA that aligns with the region's transportation goals.

For Miami-Dade to establish an effective TMA, partnerships need to be established with key stakeholders, including local government, employers, transit agencies, and private mobility providers. Boston's model highlights the importance of employer-driven funding, while Seattle's approach shows how city grants can supplement financial sustainability. Chicago's reliance on federal CMAQ grants presents another funding avenue that Miami-Dade can pursue. A diversified funding strategy, combining membership dues, grants, and public-private investments, will ensure long-term viability.

TMAs actively onboard new users through outreach campaigns, employer incentives, and seamless integration with transit services. In Boston and Seattle, mode shift measurements indicate a decline in SOV trips, demonstrating the success of commuter engagement strategies. Miami-Dade can implement similar data collection efforts to assess effectiveness and make program adjustments as needed. The key takeaway from these cities is that successful TMAs require strong public-private partnerships, diversified funding streams, and effective commuter engagement programs.

West Palm Beach, Florida

WPBgo: WPBgo, formerly the West Palm Beach Mobility Coalition, is a 501(c)3 non-profit public-private partnership dedicated to reducing traffic congestion and improving mobility for commuters.

Established in 2021, it has served as the TMA for Downtown West Palm Beach and the Town of Palm Beach, providing strategic transportation solutions to ease commute stress, support economic development, and enhance the overall quality of life. The organization is governed by a board comprising community leaders from various sectors, ensuring a collaborative and diverse approach to decision-making.

WPBgo offers a range of services to promote alternative transportation, focusing on lowering the drive-alone rate into downtown by promoting alternative transportation options. This TMA works with employers to implement best practices, such as incentive programs with transportation providers, and conduct an oversight of innovative transit services like Circuit, an on-demand electric shuttle that offers convenient and eco-friendly transportation in the downtown area. Additionally, WPBgo employs engagement strategies to educate commuters on mobility options, reduce parking demand, and provide cost-effective transit incentives for local employees. By fostering a more connected and accessible transportation network, WPBgo plays a vital role in shaping sustainable mobility solutions for the region.

The organization is funded through a combination of public and private partnerships, allowing for a comprehensive and scalable approach to mobility management. WPBgo prioritizes stakeholder engagement by working with a broad range of groups, including residents, visitors, local businesses, city developers, housing authorities, hospitals, educational institutions, government agencies, and advocacy organizations.

Best practices drive WPBgo's efforts in transportation planning and implementation. The organization relies on data-driven strategies, such as a 2021/2022 survey that found 33% of respondents arrived downtown without their cars, and 40% expressed a preference for car-free options[32]. Additionally, WBPgo leverages technology to enhance user experience. Since partnering with the Transit app, there has been a 30% increase in app usage, with nearly 10,000 Palm Beach County riders utilizing the platform[33]. The organization also contributes to the development of strategic plans, such as the 2025 Bicycle Master Plan Update, which aims to improve the biking network citywide.

Broward County, Florida

Commute Broward: Commute Broward, formerly the Greater Fort Lauderdale TMA, is a 501(c)3 non-profit public-private partnership dedicated to reducing traffic congestion and improving mobility for commuters. The TMA has been servicing Fort Lauderdale and its surrounding communities since 1992; however, it rebranded and expanded services in 2023, now covering the entirety of Broward County. Commute Broward services residents, businesses, and commuters across the county, acting as a one-stop-shop for mobility planning for all modes, including walking, bicycling, transit, carpooling, vanpooling, on-demand shuttles, and more.

Funded through public and private partnerships, Commute Broward focuses on reducing traffic congestion through the implementation of TDM strategies. The organization works with FDOT District Four, the Broward Metropolitan Planning Organization (MPO), local agencies, and employers to offer a trip planning tool that considers all modes of transportation, inclusive of local and regional fixed-services, including Broward County Transit's fixed-route bus service, Tri-Rail and Brightline services, community shuttles, on-demand shuttles like Circuit and FreeBee, rideshare like Uber and Lyft,

[32] 40% of people in Downtown WPB prefer arriving car-free - WPBgo
[33] Transit App Posts Strong User Growth in Palm Beach County! - WPBgo

carpool and vanpool ride matching, as well as walking and bicycling routes. While Commute Broward does not directly operate these mobility services or provide subsidies, it plays a crucial role in educating the public and promoting available transportation options, thereby empowering individuals to make informed commuting choices.

The organization's initiatives are financed through a combination of public and private partnerships. This blended funding approach allows Commute Broward to maintain operational flexibility and sustain its programs aimed at reducing traffic congestion and promoting sustainable transportation options. By leveraging resources from various sectors, the organization can effectively implement TDM strategies that benefit the broader community. Partnerships with local stakeholders are vital for the development and execution of effective TDM strategies. The organization employs numerous public participation strategies to engage various stakeholders, ensuring that its programs are tailored to the specific needs and preferences of the community.

Commute Broward exemplifies several best practices in transportation management. By offering trip planning tools that consider all modes of transportation, the organization enables commuters to select the most efficient and sustainable options for their journeys. Its public-private collaboration model demonstrates the effectiveness of leveraging both public and private resources to address transportation challenges, while its strong community engagement ensures that its initiatives are community-centric and address the actual needs of residents and commuters.

While specific metrics on the reduction of SOV trips directly attributed to Commute Broward's initiatives are not readily available, the organization's efforts align with broader regional goals. For instance, the Broward County Transit Development Plan (TDP) Annual Update for FY2023-2032 highlights achievements such as a 49.1% increase in average weekday ridership on fixed-route systems, indicating a positive shift toward public transit usage[34]. Additionally, the Broward MPO's "*Transportation Demand Management Study*" emphasizes strategies aimed at reducing single-occupant vehicle travel and increasing average vehicle occupancy, which are central to Commute Broward's mission.

Boise, Idaho

City Go Boise: CityGo Boise is a public-private partnership dedicated to improving mobility and reducing congestion in Downtown Boise, Idaho. Established in 2018, it is operated in collaboration with the Capital City Development Corporation (CCDC), the City of Boise, and other public and private partners, CityGo provides transportation solutions that support a more connected and sustainable urban environment.

Funded through a fee-for-service model, CityGo offers individual and corporate memberships, allowing businesses and commuters to access a range of transportation benefits. Its best practices include emergency rides home, discounted passes for transit services, vehicle parking, carpool and vanpool parking, and bicycle parking, as well as $2 Lyft rides to transit stops, making multimodal commuting more affordable and convenient. To encourage participation, CityGo employs engagement strategies such as travel training programs and educational materials, ensuring that commuters are informed about available options. By integrating innovative transportation solutions, CityGo Boise enhances accessibility, reduces reliance on SOVs, and supports a more efficient transportation network.

[34] https://www.broward.org/BCT/Documents/BCT_2023-2032_TDPAnnualUpdate.pdf?utm_

Funding for City Go is sustained through a fee-for-service model, where individuals and businesses can purchase memberships that grant access to various transportation benefits. This financial structure ensures that City Go remains self-sufficient while expanding its offerings to meet Boise's growing mobility needs. Stakeholder engagement plays a critical role in City Go's operations, with businesses, policymakers, and commuters actively participating in shaping the organization's strategies. City Go provides educational programs, travel training, and outreach efforts to inform commuters about their transportation options.

A key best practice employed by City Go is its comprehensive approach to transportation management. By integrating public and private transit solutions, offering customized planning services for businesses, and fostering collaboration among stakeholders, the organization supports a more efficient and sustainable transportation network. Additionally, its efforts align with Boise's broader transportation initiatives, which aim to reduce traffic congestion and provide viable alternatives to SOV trips. Without interventions like those provided by City Go, Boise could see an increase of 200,000 daily vehicle trips by 2040, highlighting the importance of multimodal transit options in mitigating congestion and supporting urban growth.

While detailed impact reports on City Go's influence on reducing SOV trips are not readily available, the organization's efforts contribute to a shift toward more sustainable commuting habits. By making alternative transportation methods more accessible and convenient, City Go helps reduce reliance on personal vehicles and supports a more connected and efficient urban environment. Through its strategic partnerships, sustainable funding model, and commitment to stakeholder engagement, City Go Boise continues to be a leading force in improving mobility and reducing congestion in downtown Boise.

Mountain View, California

MVgo: MVgo is a 501(c)3 non-profit TMA serving the City of Mountain View, California. This TMA comprises a diverse coalition of local businesses and property owners, including prominent entities such as Google, LinkedIn, Microsoft, and the City of Mountain View itself. This collaborative approach ensures that both public and private stakeholders are actively engaged in shaping and supporting the city's transportation initiatives. Governed by a member-based Board of Directors, MVgo operates as a public-private partnership, working to improve mobility and reduce congestion by providing innovative transportation solutions.

To enhance first- and last-mile connectivity, MVgo offers a free shuttle service that links commuters to the Mountain View Transit Center, which serves both Caltrain and VTA Light Rail. The shuttle operates during weekday morning and evening commute hours, providing accessible transportation to various locations around Mountain View. In addition to the shuttle service, MVgo has implemented several programs to further support commuters.

For instance, the Guaranteed Last Mile (GLM) Program reimburses commuters up to $15 for alternative transportation costs when an MVgo shuttle is delayed by 15 minutes or more, or when Caltrain experiences delays. This ensures that riders have reliable options to complete their journeys, even in the event of service disruptions. Additionally, the organization offers a 50% discount on all Bay Area transit fares, making sustainable commuting more accessible and cost-effective. These strategies have contributed to a 37% increase in ridership[35], demonstrating the program's effectiveness in promoting multimodal transportation.

[35] 2019-2021-Ridership-Summary-3rd-4th-QTR.pdf

MVgo's funding mechanisms are rooted in the contributions of its member organizations, which include a mix of technology companies, real estate developers, and municipal entities. This diversified funding base allows MVgo to maintain and expand its services without relying solely on public funding, thereby ensuring sustainability and responsiveness to the needs of both employers and residents. Stakeholder engagement is a cornerstone of MVgo's operational strategy. By involving a broad spectrum of community members—from large corporations to local government agencies—MVgo ensures that its services are tailored to the actual needs of the community. This collaborative model fosters a sense of shared responsibility and investment in the success of the city's transportation infrastructure.

While specific metrics on the reduction of SOV trips directly attributable to MVgo's initiatives are not readily available, the organization's efforts align with broader city goals. For instance, the City of Mountain View has implemented a TDM ordinance aiming for a 30% average daily trip reduction for small projects, 40% for medium projects, and 50% for large projects[36]. These ambitious targets underscore the city's commitment to reducing traffic congestion and promoting sustainable transportation options, goals that MVgo's programs actively support.

Palo Alto, California

Palo Alto TMA: The Palo Alto Transportation Management Association (PATMA), established in 2016, is a 501(c)(3) non-profit organization committed to reducing single-occupant vehicle trips, alleviating traffic congestion, and promoting sustainable transportation within Palo Alto, California. Operating as a public-private partnership, PATMA collaborates with local businesses and institutions to develop, manage, and market transportation programs tailored to the community's needs and decrease SOV trips.

To achieve its mission, PATMA has implemented several programs targeting SOV trip reduction. Among its key service offerings, the organization provides free monthly transit passes for low-income workers commuting to downtown Palo Alto, covering services such as Caltrain, SamTrans, VTA, and TransBay. Additionally, PATMA encourages shared rides by offering $2 carpool subsidies through partnerships with Scoop and Waze Carpool. To address first- and last-mile challenges, it also provides up to a $10 Lyft subsidy for short trips to and from downtown Palo Alto, particularly during early morning and late evening hours.

PATMA's initiatives are funded through a combination of city allocations and business contributions. The City of Palo Alto has allocated up to $750,000 in funding to support trip reduction programs, particularly in the downtown area. Local businesses and institutions also contribute funding, reflecting a collaborative approach to addressing transportation challenges. PATMA actively engages stakeholders to ensure its programs align with community needs. Its business outreach strategy includes door-to-door engagement with approximately 800 Palo Alto businesses, fostering direct communication and tailored solutions. The organization also ensures diverse community representation by including board members from various sectors.

PATMA has implemented several best practices in transportation demand management. These include equity-focused programs such as prioritizing low-income commuters for free transit passes and ride-hail subsidies, innovative partnerships with carpooling apps like Scoop and Waze to facilitate shared commuting, and a comprehensive outreach to businesses to ensure that programs address specific transportation needs effectively. These initiatives have yielded measurable

[36] Mountain View works to create citywide rules to reduce car traffic

benefits, including a year-over-year decrease in SOV trips, reduced traffic congestion, and increased public transit ridership among low-income workers.

Los Angeles, California

FASTLinkDTLA: FASTLinkDTLA is a 501(c)(3) non-profit Transportation Management Organization (TMO) dedicated to improving mobility, reducing congestion, and promoting sustainable transportation solutions in Downtown Los Angeles (DTLA). Established as a public-private partnership, the organization collaborates with employers, developers, building owners, event centers, and government entities to address the transportation needs of one of the nation's busiest urban centers. Through these partnerships, FASTLinkDTLA works to create a more seamlessly connected live-work district with clean energy mobility options that are accessible to all travelers.

To enhance mobility, FASTLinkDTLA has implemented several key initiatives. One of its most notable programs is FlexLA, an on-demand micro-transit service that provides shared rides within DTLA. This service, designed to complement existing public transportation, utilizes energy-efficient vans and offers affordable rides at a flat rate of two dollars per person, with free rides available for low-income users. Many of the drivers for this service are United States military veterans, further contributing to workforce development in the area. Additionally, FASTLinkDTLA has been involved in developing mobility hubs—centralized locations where commuters can access a range of transportation options, including carshare, bikeshare, bike parking, and electric vehicle (EV) charging stations. These hubs are designed to promote multimodal transportation and reduce dependency on SOV.

The organization funds its operations through various mechanisms, including partnerships with private companies and public funding sources. Notably, programs like FlexLA have received support from Metro's ExpressLanes revenue program and collaborations with mobility service providers such as moovel. These funding mechanisms enable FASTLinkDTLA to sustain and expand its innovative transit solutions.

Stakeholder engagement plays a central role in FASTLinkDTLA's strategy. The organization conducts annual mobility surveys to analyze commuting patterns and track mode shifts from single-occupancy vehicle use to alternative transportation. These surveys provide critical data that inform program development and policy recommendations. In addition to data collection, FASTLinkDTLA hosts stakeholder forums and educational initiatives to engage the community in discussions about transportation challenges and opportunities for improvement. By fostering an open dialogue among employers, commuters, and policymakers, the organization helps to align transportation planning with the needs of the community.

FASTLinkDTLA incorporates several best practices to maximize its impact. Its public-private partnership model ensures a collaborative approach to mobility challenges, leveraging expertise and resources from diverse stakeholders. The organization employs data-driven strategies, using survey results and transportation studies to tailor programs to the specific needs of DTLA commuters. Additionally, FASTLinkDTLA pilot new initiatives like FlexLA before scaling them up, allowing for adjustments based on real-world feedback and improving service effectiveness.

While publicly available impact reports are limited, FASTLinkDTLA has set ambitious goals for reducing SOV trips in the downtown area. The organization aims to decrease such trips by 15 percent by 2030, reflecting its commitment to promoting sustainable transportation and improving air quality. Its programs contribute to a broader regional effort to shift commuters toward shared and

eco-friendly mobility solutions, ultimately helping to alleviate traffic congestion and reduce carbon emissions.

Boston, Massachusetts

Boston is home to two key TMAs – A Better City TMA and Allson Brighton TMA; both dedicated to improving commuter options, reducing congestion, and promoting sustainable transportation in their respective service areas.

A Better City TMA serves the Charleston, West End, Downtown, Chinatown, Back Bay, and the Fenway Kenmore neighborhoods. It is a 501(c)3 non-profit funded by local businesses, organizations, and City contributions. The TMA offers a suite of employer-based commuter programs, including transit subsidies, bikesharing initiatives, and last-mile connectivity solutions. These programs have contributed to a significant reduction in SOV use among participating organizations. The TMA also provides partners with access to the GoMassCommute platform, which offers direct commuter services alongside comprehensive reporting capabilities. This platform enables employers to administer in-house benefits, disseminate transportation communications, measure Scope 3 emissions[37] savings, map key employee commute corridors, and organize vanpool programs. It provides a range of mobility services, including direct subsidies, incentives, trip planning, ride matching, and data analysis. The GOMassCommute platform not only assists commuters in identifying routes and estimating travel times but also provides valuable bicycle benefits. These include an annual $50 allowance for bicycle maintenance, complimentary tune-ups at bicycle clinics, and access to the NEMO on-demand roadside bicycle repair program. Other initiatives include a Guaranteed Ride Home program with free Uber riders and transit subsidies to encourage multimodal commuting.

Similarly, the **Allston Brighton TMA** focuses on the neighborhoods of Allston and Brighton, and operates under a similar structure as A Better City TMA, working with employers, institutions, and property owners to enhance commuter options and reduce reliance on SOVs. The TMA offers tools to calculate commute coasts and routes, as well as system maps for bicycle amenities. To engage the community, it hosts educations webinars and maintains data collection sites to track transportation trends and inform future initiatives. The TMA engages in extensive research to understand commuter behaviors and preferences, having analyzed responses from over 2,650 commuters. This research led to actionable recommendations for employers, the City of Boston, and the Massachusetts Bay Transportation Authority (MBTA), aiming to enhance transportation services and infrastructure. The TMA's initiatives are informed by previous reports, such as "*Anticipating Post-Pandemic Return to Work Trends in Metro-Boston*" and "*Anticipating Post-Pandemic Commute Trends in Metro-Boston*," which provide insights into evolving commuter patterns.

Both TMAs exemplify best practices in stakeholder engagement by actively collaborating with employers, local governments, and transit agencies to tailor their services efficiently. They employ diverse funding mechanisms, including membership dues and grants, to ensure financial stability and continuous delivery of commuter programs. By offering targeted services such as transit subsidies and bikesharing programs, these TMAs have effectively reduced reliance on SOVs. In fact,

[37] According to the Greenhouse Gas Protocol, scope 3 emissions are indirect emissions, meaning they are not directly from the organization's operations, but rather from activities in its value chain.

in 2024 the commuter engagement strategies of both TMAs yielded 755 new accounts created and more than 15,000 bicycle trips logged through the GoMassCommute platform[38].

Seattle, Washington

Commute Seattle: Commute Seattle is a 501(c)3 non-profit TMA serving those who live, work and play in Seattle, Washington. Governed by a member-based Board of Directors, the organization is funded through contributions from private-sector members, as well as garners support from the Downtown Transportation Alliance (DTA), Seattle Department of Transportation, King County Metro, Downtown Seattle Association, and Sound Transit.

The organization's mission is to make it easy for everyone across Puget Sound to walk, ride, or roll to Seattle's opportunities, focusing on affordable and sustainable modes of transportation such as walking, bicycling, and public transit. To achieve this, Commute Seattle offers a range of services, including free consulting on ORCA for Business programs, telework solutions through their Flexwork program, guidance on the Commuter Benefit Ordinance compliance, assistance with Commute Trip Reduction (CTR) law adherence, educational seminars, and support for property managers with Transportation Management Programs.

Funding for Commute Seattle is derived from a combination of private-sector memberships, city grants, and support from partner organizations within the DTA. This blend of public and private funding enables the organization to implement TDM strategies effectively. By collaborating closely with employers, Commute Seattle facilitates the implementation of subsidized transit passes, flexible work policies, and other initiatives aimed at reducing SOV trips.

Stakeholder engagement is a cornerstone of Commute Seattle's approach. The organization actively advises public agencies and decision-makers, convenes both public and private sectors, and engages with employers of all sizes, property managers, community organizations, and individuals. This inclusive strategy ensures that diverse perspectives are considered in developing and promoting sustainable transportation options.

The impact of Commute Seattle's initiatives is evident in the measurable shifts in commuting patterns. In a Seattle Center City Commute Mode Split Survey between 2010 and 2019, the share of single-occupancy vehicle trips to Seattle's Center City decreased by 8 percentage points, while transit usage increased by 3.5 percentage points, reaching nearly 46% of weekday peak trips[39]. Additionally, data from the 2021 Center City Mode Split survey indicates that CTR-affected employees continued to make fewer physical commute trips, reflecting a sustained reduction in SOV commutes.

Commute Seattle's comprehensive approach, encompassing organizational collaboration, diverse service offerings, strategic funding mechanisms, and robust stakeholder engagement, serves as a model for effective transportation management. By prioritizing sustainable and equitable mobility options, the organization contributes significantly to reducing congestion, lowering greenhouse gas emissions, and enhancing the overall quality of life in Seattle.

[38] abc tmas year in review 2024 document.pdf
[39] Commute Seattle PowerPoint Presentation

Chicago, Illinois

Transportation Management Association of Lake-Cook: The Transportation Management Association of Lake-Cook, established in 1989, served as a pivotal entity in enhancing commuter experiences within Chicago's northern Cook and southeastern Lake counties. The TMA of Lake-Cook ended its services in 2024, but it remains a successful example of TMAs. As a 501(c)4 non-profit TMA, its goal was to improve employees' commute to work for its over 40 member organizations, including Walgreens, Discover, HSBC, Baxter, and Grainger to name a few.

The organization was a funded through a combination of federal Congestion Mitigation and Air Quality (CMAQ) grant funding, as well as employer contributions and public-private partnership funding. Membership fees varied based on type of membership; for instance, private sector members paid annual dues based on number of employees, whereas public sector members paid annual dues based on a flat rate. The TMA's organizational structure comprised a diverse membership base, including corporations, developers, building management firms, government agencies, and municipalities. Private sector members contributed annual dues based on their employee count, while public sector members paid a flat rate. The association's leadership included positions such as President, Vice President, and Treasurer, supported by dedicated staff to manage daily operations.

During its tenure, the Lake-Cook TMA specialized in enhancing mobility and reducing congestion through a variety of programs, including its Shuttle Bug program, which provided 12 shuttle routes to close first- and last-mile gaps between the suburbs and employment centers. This program saw a daily usage of about 1,000 passengers.

Stakeholder engagement was integral to the TMA's operations. By collaborating with both private and public sector members, the association effectively addressed commuting challenges and tailored its services to meet the evolving needs of the community. This collaborative approach fostered a sense of shared responsibility among stakeholders, contributing to the success of its programs.

Despite its successes, the TMA of Lake-Cook ceased operations in 2024 due to shifts in the corporate landscape, which reduced the daily commuting demand. Consequently, many employers in the region reallocated funds previously designated for TMA membership to subsidize ride-share services for employees, adapting to changing transportation needs. The TMA's initiatives, particularly the Shuttle Bug program, played a significant role in promoting alternative transportation options and reducing reliance on personal vehicles. The association's comprehensive approach to funding, stakeholder engagement, and service offerings serves as a model for similar organizations aiming to improve regional mobility and reduce congestion.

Pittsburgh, Pennsylvania

Move PGH: Move PGH was launched as a 2-year pilot program in 2021 by the City of Pittsburgh's Department of Mobility and Infrastructure, in coordination with the Pittsburgh Mobility Collective (PMC) to make mobility more sustainable, affordable, and enjoyable through the deployment of Mobility as a Service (MaaS). The program was aimed at bringing mobility operators, like POGOH Ride Share, Pittsburgh Regional Transit, Spin dockless mobility, Scoobi e-mopeds, Waze Carpool, and Zipcar, together to one interactive platform to enhance trip planning and educate on the various mobility options available, creating a more connected transportation network.

The organizational structure of Move PGH was anchored by DOMI, which provided strategic oversight and coordination among the diverse mobility operators. The PMC facilitated collaboration between

public and private entities, ensuring that services such as e-scooters, car-sharing, bikesharing, and public transit were integrated into a cohesive system. This integration was operationalized through the Transit app, enabling users to plan, book, and pay for various transportation modes within a single interface

Although the program ended in 2023, it was funded through grants from the Richard King Mellon Foundation and the World Resources Institute. Additionally, private contributions were made from trip fees from micro-mobility, including Spin dockless mobility booking and violation fees. The fees funded the pilot program, as well as the outreach events and educational materials provided through a variety of engagement initiatives, including online engagement forums, public information sessions, community tabling, and the POGOH Community Coalition. Move PGH is a good example of successful MaaS integration, having accomplished its goals under a limited funding, scope and schedule.

In terms of impact, mid-pilot evaluations indicated that Move PGH effectively encouraged alternatives to SOV trips. For instance, Spin e-scooter users collectively replaced approximately 257,000 vehicle miles, resulting in an estimated reduction of nearly 104 metric tons of carbon emissions[40]. Additionally, about 7% of e-scooter users reported utilizing scooters to connect to public transit, highlighting the program's role in enhancing multimodal connectivity[41].

Summary of Case Studies

The case studies highlighted previously and summarized in **Table 3-1** emphasize the diverse models and best practices of TMAs across the United States. From WPBgo's integration with the Transit App in West Palm Beach to Commute Seattle's free consulting services, each TMA demonstrates unique approaches to improving mobility and reducing congestion. The success of these TMAs underscores the importance of stakeholder engagement, innovative funding mechanisms, and tailored mobility solutions. For instances, City Go Boise's personalized mobility solutions for member businesses and FASTLinkDTLA's data-driven strategies exemplify how TMAs can adapt to the specific needs of their communities.

By learning from these examples, Miami-Dade County can develop effective TMAs that address the region's specific transportation challenges and enhance the overall commuter experience. The varied strategies and successes of these TMAs provide valuable insights into creating sustainable and efficient transportation networks that meet the needs of diverse communities. Whether through needs-based programs like those in Palo Alto or the integration with MaaS platforms, as sought in Pittsburgh, these TMAs offer a roadmap for improving urban mobility and fostering a more connected and accessible transportation system.

[40] Mid-pilot report shows MovePGH encourages car alternatives | Pittsburgh City Paper
[41] Move PGH Mid Pilot Report [FINAL]

Table 3- 1: Matrix of Case Studies

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

3.2 Transportation Management Association (TMA) Frameworks

TMAs are non-profit, member-controlled organizations designed to enhance mobility and transportation efficiency within specific areas such as commercial districts, medical centers, industrial parks, and retail hubs. Functioning as public-private partnerships, TMAs bring together businesses, local governments, transit agencies, and community stakeholders to collaboratively address transportation challenges. By serving as an institutional framework for TDM programs, TMAs offer cost-effective solutions that support rideshare matching, vanpool coordination, shuttle services, and multimodal wayfinding, to name a few. Their member-driven structure allows for

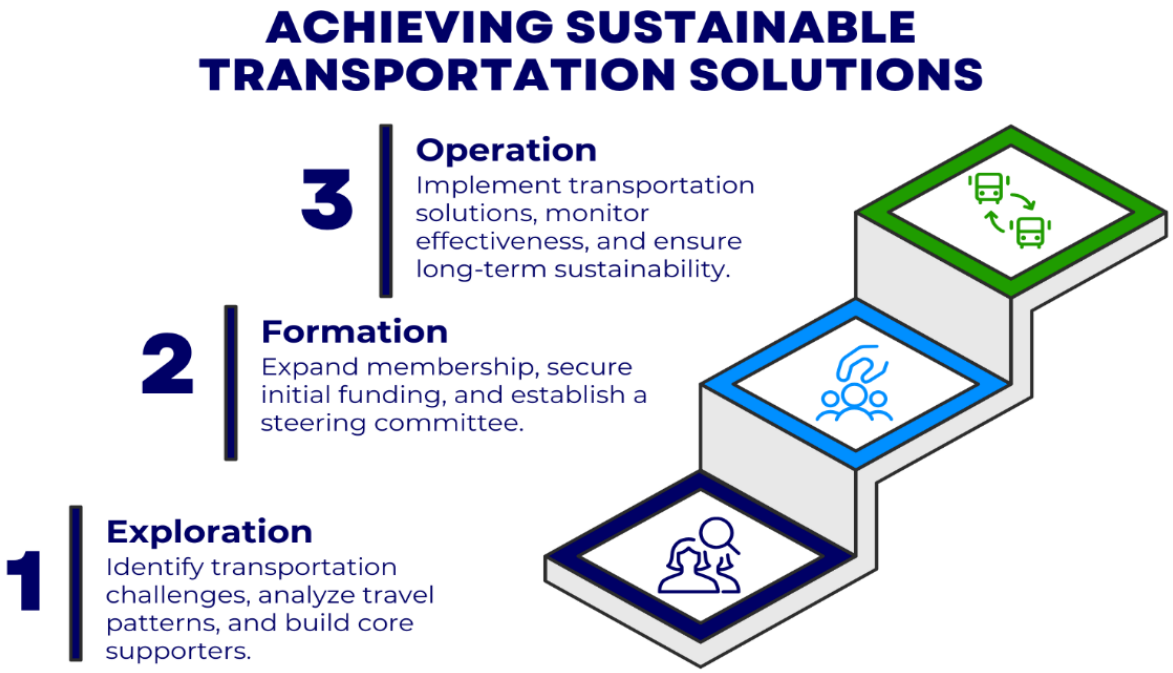
flexibility and responsiveness, enabling small employers to provide transportation benefits comparable to those of larger corporations while avoiding the administrative complexities often associated with government-run programs.

In addition to improving commuter services, TMAs play a critical role in advancing Smart Growth initiatives by promoting more efficient land use and parking management strategies[42]. Through shared parking coordination, brokerage services, and strategic clustering of land uses, TMAs help reduce the need for expanded parking infrastructure, minimizing paved land while enhancing accessibility. By integrating innovative transportation solutions, TMAs contribute to reducing congestion, improving air quality, and fostering more sustainable urban development.

Three Stages of TMA Development

The development of a TMA follows a structured progression, illustrated in **Figure 3-1**, through three key stages: Exploration, Formation, and Operation[43]. Each phase is essential for ensuring the long-term success and sustainability of the organization. By following this structured development process, TMAs can effectively address transportation challenges and enhance mobility within their communities.

Figure 3-1: Three Key Stages of TMA Establishment



The **Exploration** phase focuses on assessing the need and feasibility of a TMA. During this stage, stakeholders identify key transportation challenges, analyze travel patterns, define the geographic scope, and determine whether a public-private partnership can effectively address mobility issues. This stage also involves building a core group of supporters, gauging interest among potential members, and identifying possible funding sources. Without clearly defining transportation problems and gaining consensus on solutions, many TMAs struggle to establish a solid foundation.

[42] Online TDM Encyclopedia - Transportation Management Associations
[43] tma_handbook_final-fc3b8515.pdf

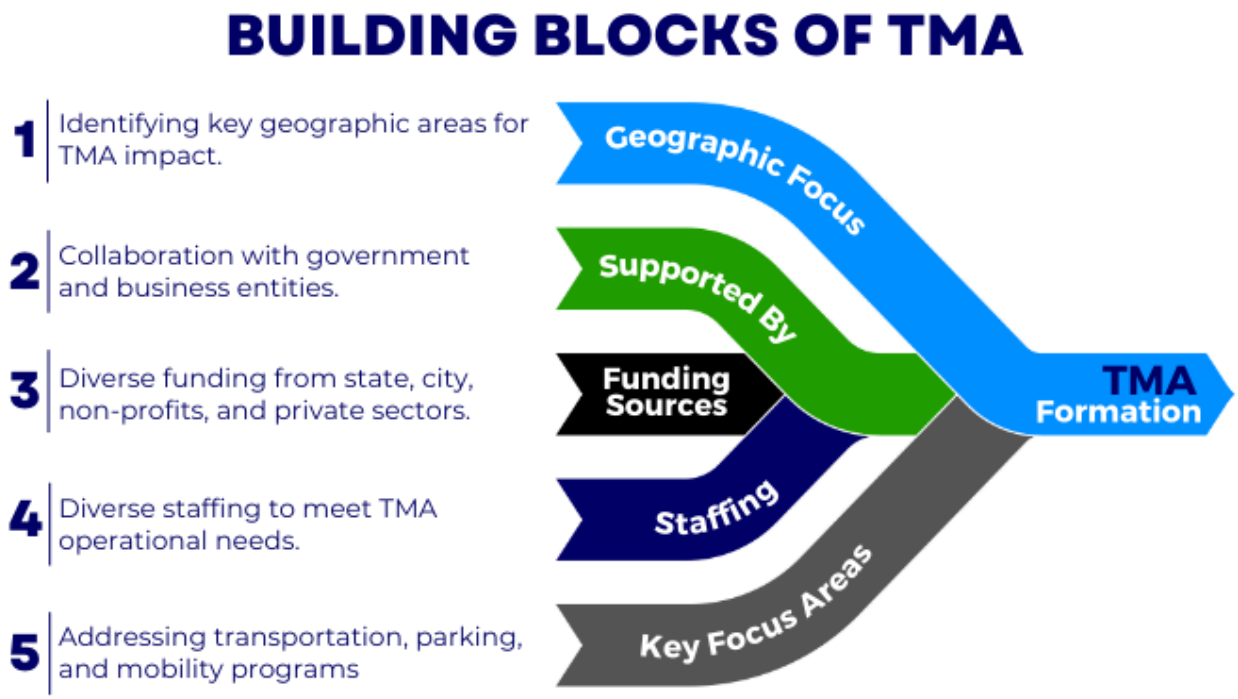
Once the need for a TMA is established, the **Formation** stage begins, typically lasting approximately 12 to 18 months. This phase transforms the vision into reality by expanding membership, securing initial funding, and formalizing the legal and organizational structure. During this time, TMAs establish a steering committee, develop member services, initiate marketing and outreach, and foster relationships between public and private entities. These efforts lay the groundwork for sustainable operations and long-term service delivery.

The final phase, **Operation**, marks the full implementation of TMA services and ongoing administration. This includes maintaining membership, securing stable funding, and delivering transportation solutions such as commute trip reduction programs, shared parking coordination, and multimodal planning. A critical yet often overlooked aspect of this stage is monitoring and evaluating program effectiveness. Regular assessment helps refine services, demonstrate value to members, and ensure continued success.

Building Blocks of TMAs

During the three-staged development process of establishing successful TMAs, it is imperative to consider what is needed for a TMA to be considered "*successful*." The case studies examined in **Section 3.1** help with this, through laying out specific factors in each TMA's success stories, such as membership, funding sources, and focus areas. **Figure 3-2** corroborates this finding and highlights the five building blocks necessary for the formation of a successful and effective TMA. The building blocks, further defined below, work hand-in-hand with guiding principles, to develop a strong TMA that supports local and regional aspirations, while attaining their specified goals.

Figure 3-2: Building Blocks of TMAs



1. **Geographic Focus:** Identifying key geographic areas for TMA impact typically follows an analysis focused on communities that have the highest need and would see the biggest impact from the establishment of a TMA. This may include dense Downtown areas where commuters come from

within and neighboring communities, or maybe the geography focuses on a heavy business district. Regardless, a geographic-based needs analysis will help identify the best location.

2. **Local Support:** Collaboration with government and business entities will support the establishment of a TMA through first, gauging the interest and need, but then garnering a strong membership based off the need. This may require an educational component to highlight the benefits of a TMA, but ultimately is an imperative step, as a TMA's success is based on the mode shift of its members and users.
3. **Funding Sources:** Utilizing diverse funding mechanisms from state, city, and private sectors is typically how TMAs are funded. The review of best practices further emphasized this by highlighting various funding examples. For instance, a TMA pilot program could be funded through a federal grant program to start, after transitioned into a membership-based funding framework after the pilot program ends. Another funding mechanism may be based on TMA utilization, using fees from specific ride-share or bike-share to cover overhead costs, while using subsidies to help cover other TMA costs. Regardless of funding mechanism, funding is a major component in day-to-day TMA operations and needs to be identified early in the TMA-establishment process.
4. **Staffing and Oversight:** Just as with funding, TMA staffing requirements must be addressed early in the planning process. Two prominent frameworks for TMAs have emerged from the examples reviewed. The first involves dedicated staff members solely responsible for planning and operating the TMA. The second framework adopts a coalition-based approach, utilizing a membership-driven board that draws on the expertise and technical support of TMA partners and members, such as transit operators and agency planners. Regardless of the approach, fostering diversity at both the board and staff levels remains a critical element for success.
5. **Key Focus Areas:** Defining key focus areas is another important step that should be done early in the TMA-planning process. This step addresses key challenges, such as transportation, parking and mobility programs, and uses this information to develop solutions that will be employed by the TMA. In many of the case studies, these include dockless mobility or bike-share programs to close first- and last-mile gaps, transit subsidies to allow for short ride-share trips to or from transit and business hubs, or discounted bus passes.

Guiding Principles for Establishing TMAs

The establishment of TMAs within Miami-Dade County first requires the identification of guiding principles to direct the effort. Based on the review of best practices, it is recommended that the proposed TMAs focus on guiding principles as detailed below and in **Figure 3-3**.

Figure 3- 3: Guiding Principles of TMAs

1. **Collaboration and Partnerships** involve several crucial elements aimed at building sustainable and robust relationships with various stakeholders. These include municipalities, local transit agencies, operators of all mobility modes (such as bike share

programs, dockless mobility services, and local circulators), as well as local employers, special districts, and community organizations. Typically, this step serves as the foundation for establishing a TMA, as it provides the initial opportunity to assess interest in membership. This, in turn, plays a key role in defining the service area. This principle is driven by key steps, including:

a) **Stakeholder Engagement** – Involvement of various stakeholders is important in this step, including employers, employees, transit agencies, local governments, and community organizations.
b) **Shared Goals** – Establishing a clear shared vision and goals for the TMA helps shift the focus on improving transportation options and reducing congestion for the service area under consideration.
c) **Interagency Cooperation** – Fosters strong relationships and partnerships with relevant transportation agencies to leverage resources and expertise.

2. **Data-Driven Decision-Making** centers on using a systematic, evidence-based approach to guide every step of the TMA process, from defining the service area to evaluating progress. By grounding decisions in data, this principle ensures that actions remain objective, rational, and well-informed. Typically, this involves conducting comprehensive analyses to shape the TMA program—determining its location, outlining proposed offerings, and establishing metrics for tracking and assessing outcomes. This principle involves three major key steps, as outlined below:

a) **Travel Demand Analysis** – Conducting a thorough travel demand study will help provide an understanding of the current transportation patterns and help identify areas for improvement. This step occurs in the early stages of TMA establishment.
b) **Performance Measurement** - Tracking key performance indicators (KPIs) help monitor the effectiveness of TMA programs and initiatives. This step occurs in the early stages of TMA establishment. However, it continues during and after the initiatives are set to study the resulting changes.
c) **Technology Integration** – Utilizes technology to collect, analyze, and share transportation data, in turn enabling data-driven decision-making.

3. **Community Engagement and Outreach** comes into play once a plan for the TMA is set forth. This step focuses on ensuring that residents, businesses, and visitors are aware of the newly established TMA and understand how the program can support their needs. This principle usually includes a thorough engagement campaign, focused on targeting populations nearby or within the TMA service area, and includes the following elements:

a) **Public Awareness** – Promotes the benefits of sustainable transportation options and encourages participation in the TMA and its related programs and availability of resources.
b) **Feedback Mechanisms** – Establishes channels for community feedback and input to ensure that TMA programs are responsive to and reflective of the needs of the community.
c) **Accessibility** – Ensures that TMA programs and services are available and accessible to all members of the community, emphasizing those all ages and abilities.

4. **Sustainability and Environmental Considerations** support the establishment of TMAs by emphasizing the need for more sustainable mobility options to minimize negative impacts to the built and natural environments, and the people within them. This principle is closely tied with the final principles, working together to employ sustainable and accessible mobility options for residents, businesses, and visitors within the TMA's service area. Important elements within this key principle are outlined below.

    a) **Promotion of Sustainable Transportation** - Encourages the use of alternative modes of transportation, such as walking, bicycling, and riding public transit.
    b) **Reduce Congestion** – Implements strategies to reduce traffic congestion and improve traffic flow, such as ride-sharing programs and smart traffic management systems.
    c) **Environmental Impact** – Minimizes the environmental impact of transportation by promoting fuel-efficient vehicles and reducing emissions.

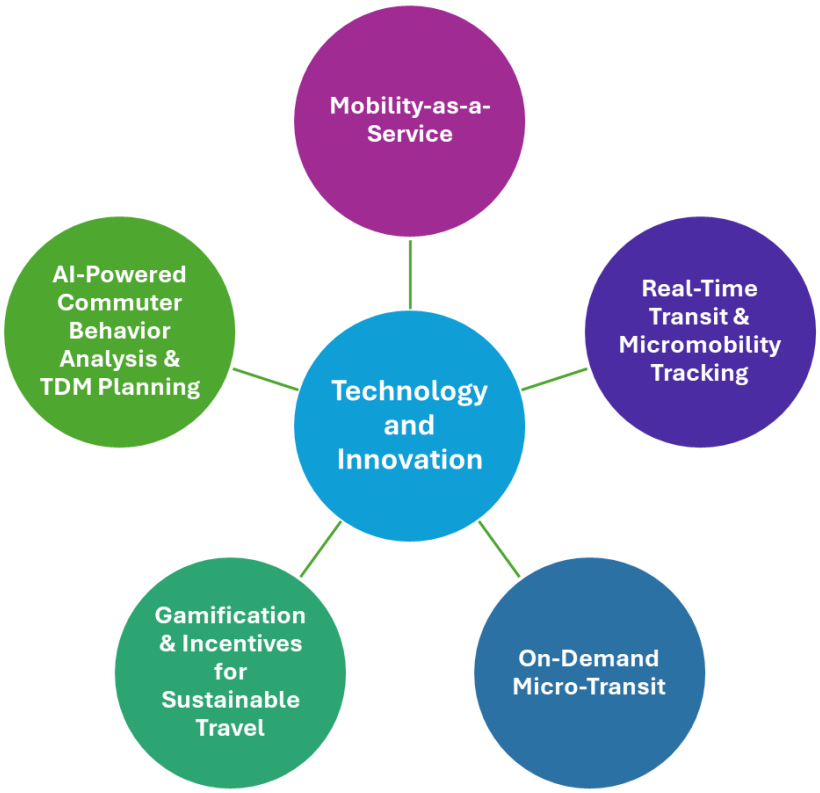
5. **Innovative and Accessible Mobility Solutions** aim to shift the modal split away from SOV trip-based commutes and move towards more sustainable options that promote transit ridership, ride-share services, and first- and last-mile options. This principle ties the others together by employing mobility solutions around the needs of the communities with TMAs, reducing congestion and closing first- and last-mile gaps, making mobility options more accessible, utilizing recommendations included in **Section 3.3**. This principle is driven by the following key elements.

    a) **Travel Demand Management (TDM) Strategies** – Implements strategies to shift travel demand away from peak hours and promotes alternative modes to reduce single-occupancy vehicle trips.
    b) **Parking Management** – Develops and implements parking management strategies to optimize parking resources and reduce congestion.
    c) **Workplace Travel Programs** – Develops and implements workplace travel programs to encourage employees to use sustainable transportation options for their commutes.

3.3 Technology and Innovation

The most successful examples of TMAs include technology and innovation as key elements in their mobility solutions and programs. In many cases, these elements act as first- and last-mile solutions, like Mobility-as-a-Service (MaaS), or are utilized to enable real-time data analysis and optimize service operations. This section highlights innovative and technological mobility solutions, depicted in **Figure 3-4**, that are recommended to be employed to facilitate improved mobility as a result of the establishment of TMAs within Miami-Dade County. This section explores the feasibility of MaaS, real-time transit and micromobility tracking, on-demand micro-transit, gamification and incentives for sustainable travel, as well as AI-powered commuter behavior analysis and TDM planning.

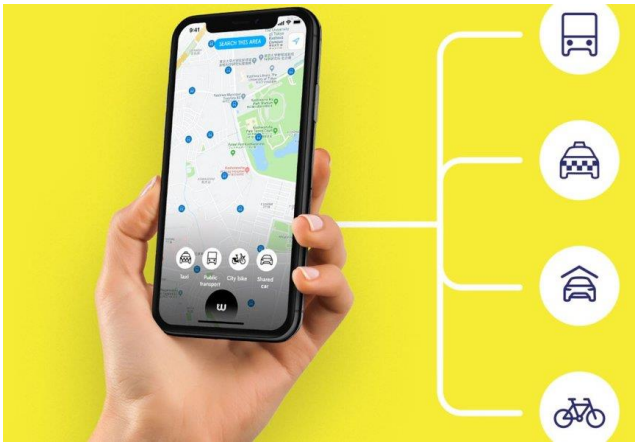
Figure 3- 4: Innovative Solutions for TMAs



Mobility-as-a-Service (MaaS)

MaaS refers to a system here users can access and pay for various mobility options through a single platform, like a mobile application or website. Platforms typically integrate public transit, micromobility, car-sharing, and ride-hailing into a single app with unified payment and trip planning, prioritizing flexibility and convenience based on individual travel needs. This eliminates friction from trip planning across multiple services and platforms, making selecting multimodal travel options easy. In addition to multimodal integration, MaaS platforms can also provide real-time tracking information, allowing users to see where they are in proximity to the mobility infrastructure. For example, from most MaaS platforms, a user can see where the closest bicycle docking station is, if they are within a service zone for on-demand shuttles, and where their bus or train may be.

Figure 3- 5: Whim Mobile Application Interface



Source: Bus & Car Connexion

A notable example of Mobility as a Service (MaaS) is Helsinki's Whim app, showcased in **Figure 3-5**. This platform enables users to subscribe to a monthly plan that offers unlimited access to public transit, bike-sharing, taxis, and car rentals. By 2019, after three years of operation, a study revealed that 63% of Whim users were more likely to choose public transit over personal vehicles for their trips[44]. Similarly, a Miami-specific MaaS platform could combine various transit options—such as Metrorail, Metrobus, Tri-Rail, Brightline, Amtrak, micromobility services (including BCycle, CitiBike, and Bird's dockless mobility), on-demand services (like FreeBee, Circuit, MetroConnect, and MetroLink), and rideshare providers (such as Uber and Lyft)—into a single, streamlined app with an integrated payment system

Real-Time Transit and Micromobility Tracking

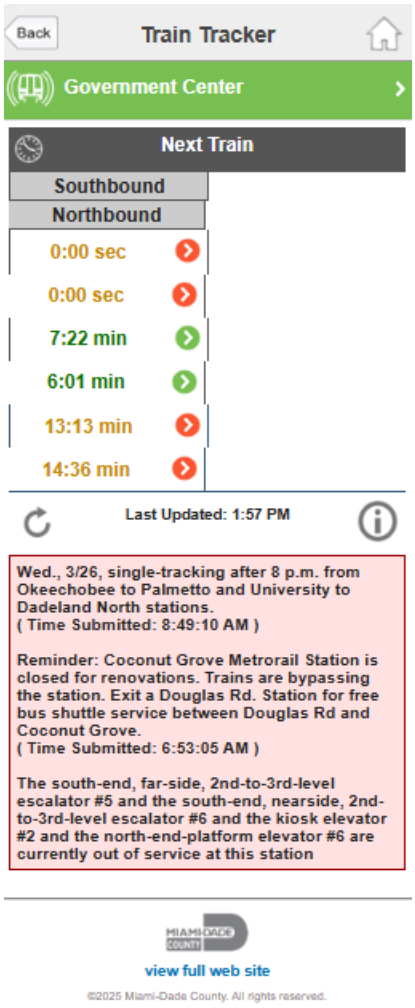
Real-time transit and micromobility tracking are technological solutions that allows users and transit agencies to monitor the precise location and estimated arrival and departure times of transportation options like buses, trains, and shared bikes and scooters. This technology, which uses GPS tracking, provides real-time updates, accurate arrival times and insights into route conditions, enhancing service quality and user experience. Since its inception in the early 2000s, real-time tracking has expanded beyond public transit to include micromobility services, transforming the transportation-data landscape. The benefits of this technology include reduced wait times, improved trip planning, and increased accessibility and user-friendliness. Reliable arrival times help reduce wait anxiety and make alternative transportation modes more appealing, reducing the dependency on single occupancy vehicles for trips.

For example, San Francisco's implementation of real-time transit arrival boards and mobile tracking across BART and Muni systems led to a 21% increase in transit ridership due to improved service predictability[45]. Similarly, expanding Miami-Dade's existing real-time tracking system, as depicted in **Figure 3-6,** which is already available for Metrorail and Metromover, to include Metrobus, Tri-Rail, Amtrak, and Brightline would broaden its coverage. Integrating this expanded system with third-party MaaS applications, could significantly boost transit reliability. The enhancement would likely

[44] Moving MaaS 3: Helsinki Happenings - The Eno Center for Transportation
[45] Last Year Made It Clear: Muni is Back, and Better | SFMTA

encourage greater adoption of public transit and micromobility services as viable and efficient commuting options.

Figure 3-6: Miami-Dade Transit Metrorail Live Tracker



Source: Miami-Dade Transit

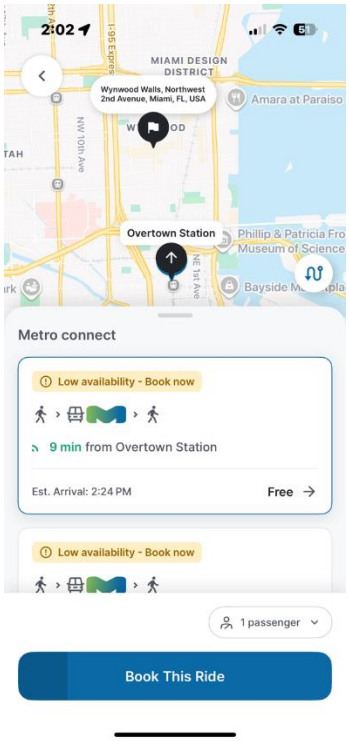
On-Demand Micro-Transit

On-demand micro-transit for first- and last-mile mobility provides flexible, app-based micro-transit services, such as Via or Lyft Shuttles, to address transit gaps and enhance first- and last-mile connectivity in areas underserved by fixed-route transit. This innovative approach allows riders to book trips through a mobile application, with dynamically routed shuttled picking them up at virtual stops. The benefits of on-demand micro-transit include increased flexibility, reduced wait times, and improved accessibility, making it a valuable solution for areas with low ridership on fixed-routes or with limited access to fixed-routes. Challenges include implementation cost, ensuring data and integrating various transit systems; however, they must be addressed upfront for optimal performance.

A successful example of this service is Arlington, Texas, which replaced low-ridership fixed bus routes with an on-demand micro-transit system powered by Via. This service change resulted in a

97% increase in transit use while reducing operational costs[46]. Miami can deploy on-demand micro-transit in transit deserts like Kendall, Doral, and Homestead to provide better access to Metrorail and Metrobus hubs. While Miami-Dade County currently provides micro-transit services in transit-deserts through MetroConnect and MetroLink, as illustrated in **Figure 3-7**, the services could be expanded to provide better access to transit hubs, employment centers, and key destinations to further improve transit accessibility and reliability, as well as further the adoption of transit as a primary mode of commuting.

Figure 3- 7: Miami-Dade Transit MetroConnect Mobile Application



Source: MetroConnect Mobile App

Gamification and Incentives for Sustainable Travel

Gamification and incentives for sustainable travel involve using digital reward systems to encourage people to shift from driving alone to more sustainable modes of transportation, such as transit, biking or walking. These systems offer users discounts, cash incentives, or prizes for choosing a multimodal commute instead of driving. The benefits of this approach include increased use of sustainable transportation, reduced traffic congestion, and lower carbon emissions. However, implementing gamification and incentive programs also presents challenges, including the costs associated with developing and maintaining the digital platforms, ensuring user engagement and participation, and accurately tracking and verifying sustainable travel behaviors. Additionally, there may be difficulties in integrating these programs with existing transportation systems and ensuring equitable access for all users.

For example, the City of Chicago launched a commuter incentive platform where users earn points for each non-SOV trip, which can be redeemed for gift cards, transit discounts, or event tickets. This

[46] Arlington Rideshare, Automation, and Payment Integration Demonstration (RAPID) Final Report

resulted in a 17% shift from driving to alternative modes after the first year[47]. A similar program in Miami-Dade could reward commuters who use transit, carpool, or bike with perks like discounted Tri-Rail or Brightline passes, or even Miami-Dade Transit credits. Another example could be the Florida Love to Ride Challenge, which rewards participants for choosing to commute through active modes, such as walking and bicycling, through a point system, offering top riders mobility-related prizes, such as credits towards local bike shops[48].

AI-Powered Commuter Behavior Analysis and TDM Planning

AI-powered commuter behavior analysis and TDM planning leverages AI and big data to analyze travel patterns, congestion trends, and commuter preferences. This technology helps optimize TDM strategies by providing insights into how people move and what influences their travel choices. The benefits of AI-powered TDM planning include more efficient use of transportation resources, reduced traffic congestion, and improved commuter satisfaction. AI can dynamically forecast transit demand, optimize routes, and adjust services in real-time, leading to a more responsive and efficient transportation system. Additionally, it can help employers implement effective policies, such as adjusting parking pricing and transit subsidies, to encourage sustainable commuting behaviors. There are still challenges to implementing AI-based TDM planning, including high implementation costs, ensuring data privacy and cybersecurity, and integrating AI systems with existing transportation infrastructure. Moreover, the accuracy of AI predictions depends on the quality and quantity of data available, which can vary significantly.

For instance, AI-driven commuter surveys in Boston enabled businesses to tailor transit incentives and parking policies. By adjusting subsidized transit benefits based on predictive commuter behavior, companies achieved a 30% reduction in drive-alone commutes among employees[49]. In Miami-Dade County, AI-based TDM could help employers adjust parking pricing, transit subsidies, and shuttle services to maximize mode shift impact. By forecasting transit demand and optimizing routes dynamically, the region could see improved transit reliability and increased adoption of sustainable commuting options[50].

[47] Traffic and transit ridership continues to shift in 2022 - Chicago Metropolitan Agency for Planning
[48] Home : Love to Ride Florida-old
[49] Are Vehicle Travel Reduction Targets Justified?
[50] AI in Transportation Industry: Use Cases, Benefits, Challenges and Solutions

4. Legal Framework for TMA Implementation

Implementing TMAs involves navigating various legal frameworks, regulatory challenges, operational structures, and risk management strategies. According to the 2024 Florida Statutes, TMAs are defined as organizations that help solve transportation problems by encouraging businesses and governments to implement ridesharing and demand management strategies. The process includes identifying community transportation challenges, engaging stakeholders, developing business plans, securing funding, and establishing the TMA as a legal entity. Compliance with local and state laws, data privacy, and environmental regulations are critical regulatory challenges that TMAs must address.

Operationally, TMAs typically function as non-profit organizations or public-private partnerships, focusing on specific geographic areas and providing information about travel choices, marketing sustainable transportation options, and supporting local projects. Effective risk management strategies involve identifying potential risks, developing mitigation plans, and continuously monitoring risks to ensure resilience. By understanding and addressing these aspects, TMAs can effectively improve transportation options, reduce congestion, and enhance overall mobility in the communities they service. This section dives further into the legal frameworks needed to establish a successful TMA, providing a blueprint for progress.

4.1 Legal Framework and Processes

Developing a legal framework and processes for establishing TMAs involves several key steps, each requiring specific actions, stakeholders, and timelines, explained in more detail below.

Legal Formation

The first step in the legal formation of TMAs is to establish them as non-profit organizations or public-private partnerships. This process involves several key actions. First, the TMA must be registered as a legal entity, which requires filling articles of incorporation with the Florida Department of State. This document outlines the TMA's name, purpose, and structure, and must be signed by the incorporators. Additionally, the TMA needs to obtain tax-exempt status under Internal Revenue Service (IRS) Section 501(c)3 or 501(c)4, which involves submitting Form 1023 or Form 1024 to the IRS, respectively. This step ensures that the TMA can operate as a non-profit and receive tax-deductible donations.

Key stakeholders in this step include local government officials, legal advisors, and community leaders who can provide guidance and support throughout the process. In Miami-Dade County, it is essential to work with the Miami-Dade County Department of Regulatory and Economic Resources (RER) to ensure compliance with local and countywide registration requirements. This includes adhering to zoning laws, obtaining necessary permits, and meeting any specific operational guidelines set by the county[51].

The timeline for legal formation can vary but generally takes several months to complete. This period includes the time needed to prepare and file the necessary documents, obtain approvals, and address any regulatory requirements. In Miami-Dade County, the process may also involve additional steps such as registering the TMA with the Miami-Dade County Clerk of Courts and obtaining a local business tax receipt[52]. By following these steps and engaging with the appropriate

[51] Creating a Business - Miami-Dade County
[52] Business Requirements - Miami-Dade County

stakeholders, TMAs can be effectively established to address transportation challenges and improve mobility within the community.

Compliance with Local and State Laws

First, TMAs must adhere to zoning laws. This includes understanding and complying with the zoning regulations outlined in the Miami-Dade County Code of Ordinances, particularly Chapter 33, which governs land developments in the County[53]. TMAs need to ensure that their operations are permitted within the designated zoning districts, and that any necessary zoning variances or special permits are obtained. Key stakeholders in this step include local government officials, zoning boards, and legal advisors. The timeline for zoning compliance can vary but generally takes several months, depending on the complexity of the zoning requirements and the efficiency of the approval process.

Second, TMAs must comply with transportation policies. This involves aligning their operations with the transportation planning and congestion management processes established by the Miami-Dade TPO and other relevant agencies[54]. TMAs need to ensure that their programs and initiatives support the county's long-term transportation goals and policies. Stakeholders such as the Miami-Dade TPO, FDOT District Six, and local transit authorities play crucial roles in this process. The timeline for compliance with transportation policies can be extensive, as it may involve multiple rounds of review and coordination with various agencies.

Third, TMAs must adhere to environmental regulations. This includes complying with the environmental protection ordinances outlined in Chapter 24 of the Miami-Dade County Code, which covers areas such as air quality, water quality, and waste management[55]. TMAs may need to obtain specific environmental permits and ensure that their operations do not negatively impact the environment. Key stakeholders in this step include environmental groups, regulatory agencies, and community organizations. The timeline for environmental compliance can be lengthy, depending on the scope of the environmental impact assessments and the permitting process.

In Miami-Dade County, ensuring compliance with local and state laws involves close coordination with the Miami-Dade RER to meet all necessary permits and operational guidelines[56]. By following these steps and engaging with the appropriate stakeholders, TMAs can effectively navigate the regulatory landscape and ensure their operations are legally compliant and sustainable.

Funding and Grants

TMAs can obtain financial support through federal grants. Agencies like the Federal Transit Administration (FTA) aid with TMA initiatives through various grant programs. These programs include the Accelerating Innovative Mobility (AIM) initiative[57] and the All-Stations Accessibility Program[58], which offer competitive funding to support public transportation projects. Key stakeholders in this step include grant writers, federal funding agencies, and local government officials. The timeline for

[53] 2045-long-range-transportation-plan-miami-dade-county-congestion-management-process-update
[54] Transportation Planning Organization
[55] Chapter 24 - ENVIRONMENTAL PROTECTION, | Code of Ordinances | Miami - Dade County, FL
[56] Miami-TMA-Certification-Review-Report-Joint-Letter-2023-08-31.pdf
[57] Accelerating Innovative Mobility | FTA
[58] All Stations Accessibility Program | FTA

securing federal grants can range from a few months to over a year, depending on the complexity of the application process and the availability of funds.

Additionally, TMAs can seek state grants to support their operations. State funding sources may include programs administered by FDOT and other state agencies that provide financial assistance for transportation projects. Stakeholders involved in this step include state funding agencies, local businesses, and community organizations. The timeline for securing state grants can also vary, typically taking several months to complete the application and approval process.

Local grants are another vital source of funding for TMAs. In Miami-Dade County, potential funding sources require coordination through the Miami-Dade County Grants Coordination Division, which offers a directory of federal, state, and local funding resources[59]. This division provides access to various grant opportunities, including those from local foundations and private funding sources. Stakeholders in this step include local businesses, community leaders, and grant writers. The timeline for securing local grants can range from a few weeks to several months, depending on the availability of funds and the efficiency of the application process.

4.2 Regulatory Challenges

Addressing regulatory challenges in the establishment of TMAs involves several key steps, each requiring specific actions, stakeholders and timelines, each explained in detail below.

Risk Management

The first step in risk management for TMAs is risk identification and analysis. This involves identifying potential risks such as funding shortfalls, regulatory changes, and operational disruptions. Analyzing the likelihood and impact of these risks helps prioritize them. Key stakeholders in this step include risk management experts, local government officials, and community leaders. The timeline for this process can vary but generally takes several weeks to complete. In Miami-Dade County, this would involve collaborating with the Miami-Dade County Office of Emergency Management, as well as local elected officials, law enforcement and fire rescue teams, to identify and analyze potential risks specific to the region[60].

Next, developing mitigation plans is essential to address the identified risks. This can include diversifying funding sources, implementing robust data security measures, and establishing contingency plans for operational disruptions. Stakeholders such as financial advisors, IT security experts, and emergency response teams play a crucial role in this process. The timeline for developing mitigation plans can range from a few weeks to several months, depending on the complexity of the risks and the strategies required. In Miami-Dade County, this would involve working with the Miami-Dade County Office of Management and Budget (OMB) to develop comprehensive mitigation plans that address financial and operational risks[61].

Finally, continuous monitoring of risks and the effectiveness of mitigation strategies ensures that TMAs can adapt to changing circumstances and maintain resilience. This involves regularly reviewing risk management practices and updating them as needed. Stakeholders involved in this step include

[59] Miami-Dade County - Grants - Funding Sources
[60] Risk Management
[61] INSURANCE, AND LONG-TERM RISK MANAGEMENT

monitoring and evaluation specialists, local government officials, and community representatives. The timeline for continuous monitoring is ongoing, requiring regular assessments and adjustments. In Miami-Dade County, this would involve setting up a dedicated team within the Miami-Dade County Department of Transportation and Public Works (DTPW) to oversee continuous monitoring efforts and ensure that risk management practices remain effective[62].

Mitigation Plans

Developing mitigation plans is essential to address the identified risks for TMAs. First, diversifying funding sources is crucial to ensure financial stability and resilience. This can include seeking grants from federal, state, and local agencies, as well as private foundations and corporate sponsorships. In Miami-Dade County, potential funding sources can be coordinated through the Miami-Dade County Grants Coordination Division[63]. Key stakeholders in this step include financial advisors, grant writers, and local businesses. The timeline for securing diversified funding can range from a few weeks to several months, depending on the availability of grants and the application process.

Second, implementing robust data security measures is vital to protect sensitive information and maintain the integrity of TMA operations. This involves developing and enforcing data security policies, managing enterprise security risks, and ensuring the trust and availability of business systems and citizen data. In Miami-Dade County, the Information Technology Department (ITD) plays a key role in establishing secure infrastructure and deploying effective operational solutions[64]. Stakeholders such as IT security experts, data protection officers, and local government officials are crucial in this process. The timeline for implementing data security measures can vary but generally takes several months to ensure comprehensive coverage.

Third, establishing contingency plans for operational disruptions is essential to maintain continuity during emergencies, such as severe weather or major events. This involves identifying potential risks, developing specific action plans, and allocating resources to handle various scenarios. In Miami-Dade County, this would involve collaborating with the Miami-Dade County Office of Emergency Management, as well as local elected officials, law enforcement, and fire rescue teams, to develop comprehensive contingency plans[65]. Stakeholders in this step include emergency response teams, risk management experts, and community leaders. The timeline for developing continency plans can range from a few weeks to several months, depending on the complexity of the risks and the strategies required.

Continuous Monitoring

The continuous monitoring of risks and the effectiveness of mitigation strategies is essential for TMAs to adapt to changing circumstances and maintain resilience. To start, regularly reviewing risk management practices is crucial. This involves conducting periodic assessments of existing risk management strategies to identify any gaps or areas for improvement. Key stakeholders in this step include technical data teams, risk management experts, and local government officials. These reviews should be scheduled at regular intervals, such as quarterly or biannually, to ensure that risk

[62] Miami-Dade County. Administrative Orders Maintenance System.
[63] Risk Management
[64] About Internal Services

management practices remain effective and up to date. In Miami-Dade County, this would involve collaborating with the Miami-Dade County Office of Emergency Management and DTPW to conduct comprehensive reviews of all practices.

Updating risk management strategies as needed is vital to address new or evolving risks. This step requires analyzing the results of the periodic assessments and making necessary adjustments to the mitigation plans. Stakeholders such as community representatives, local businesses, transit agencies and emergency response teams play crucial roles in this process. The timeline for updating risk management strategies can vary but generally takes a few weeks to a few months, depending on the complexity of the changes required. In Miami-Dade County, this would involve working with DTPW to implement updates to the risk management strategies.

Lastly, continuous monitoring involves ongoing surveillance of risks and the effectiveness of the programs overseen by the TMA. This requires the developing of systems, like dashboards, to track key indicators and gather real-time data on. Stakeholders involved in this step include monitoring and evaluation specialists, local government officials, and community representatives. The timeline for continuous monitoring is ongoing, requiring regular assessments and adjustments to ensure that the TMA can respond promptly to any changes. In Miami-Dade County, this would involve establishing a dedicated team within DTPW to oversee continuous monitoring efforts and ensure that best practices for operations and risk management are consistently applied and updated.

4.3 Operational Structures

Setting operational structures in the establishment of TMAs involves several key steps, each requiring specific actions, stakeholders and timelines.

Governance

Establishing a clear governance framework is an important step while developing TMAs. The first step to doing this is forming a board of directors. The board should consist of local government officials, business leaders, and community representatives who can provide diverse perspectives and expertise. The board's primary role is to oversee the TMA's operations, make strategic decisions, and ensure accountability. In Miami-Dade County, this would involve collaborating with DTPW to identify and appoint suitable board members. The timeline for forming the board can vary but generally takes several months to ensure a thorough selection process.

Second, defining roles and responsibilities is crucial for effective governance. This step involves clearly outlining the duties of the board members and management team. Each role should have specific responsibilities related to decision-making, oversight, and compliance. In Miami-Dade County, this would involve working with DTPW to ensure that the roles and responsibilities align with local regulations and community needs. The timeline for defining roles and responsibilities can range from a few weeks to a few months, depending on the complexity of the TMA's operations.

Next, setting up committees to oversee various aspects of TMA operations is vital. These committees can focus on areas such as finance, risk management, program development, and stakeholder engagement. Each committee should have a clear mandate and reporting structure to ensure effective oversight and coordination. In Miami-Dade County, this would involve establishing committees within DTPW, Miami-Dade TPO, and FDOT District Six frameworks to address specific

transportation challenges and opportunities. The timeline for setting up committees can vary but generally takes several months to ensure comprehensive coverage of all operational areas.

Partnerships

Establishing partnerships early on is crucial for the success of TMAs. Collaborating with local businesses, government agencies, and community organizations can provide additional resources and support, enhancing the effectiveness of TMAs. The first essential step to doing so is collaborating with local businesses. Local businesses can offer financial support, promote TMA initiatives, and encourage their employees to participate in sustainable transportation programs. In Miami-Dade County, this would involve engaging with entities like the Greater Miami Chamber of Commerce, which can facilitate connections with local businesses and provide a platform for promoting TMA activities[66]. Key stakeholders in this step include business leaders, chamber representatives, and community advocates. The timeline for establishing business partnerships can range from a few weeks to several months, depending on the partners involved.

Partnering with government agencies is vital for accessing resources, expertise, and regulatory support, and is the next critical step in the process. In Miami-Dade County, this would involve collaborating with DTPW, the Miami-Dade TPO, FDOT District Six. South Florida Regional Transportation Authority (SFRTA)/Tri-Rail, as well as with cities, towns, and villages countywide. These agencies can provide technical assistance, funding opportunities, and policy support to ensure the success of TMA initiatives. Stakeholders such as local government officials, transportation planners, and regulatory experts play crucial roles in this process. The timeline for establishing government partnerships can vary but generally takes several months to ensure comprehensive coordination and alignment with local regulations.

Engaging with transit authorities and transportation providers is an important next step and is essential for integrating TMA programs with existing transportation networks. In Miami-Dade County, this would involve partnering with the SFRTA, which operates Tri-Rail, Amtrak, and Brightline, as well as existing municipal and county transit services. These partnerships can enhance connectivity, provide additional transportation options, and support the implementation of sustainable commuting programs. Stakeholders in this step include transit authority representatives, transportation providers, and community organizations. The timeline for establishing transit partnerships can range from a few weeks to several months, depending on the complexity of the integration process.

Finally, collaborating with non-profit organizations and community groups is crucial for building community support and promoting TMA initiatives. In Miami-Dade County, this would involve engaging with local non-profits, advocacy groups, and community organizations that focus on transportation, environmental sustainability, and public health[67]. These partnerships can provide additional resources, volunteer support, and community outreach opportunities. Stakeholders in this step include non-profit leaders, community advocates, and local residents. The timeline for

[66] Strategic Partnerships: Amplifying Impact - Chambers of Commerce
[67] Transportation-Management-Associations-4-Pg.pdf

establishing non-profit partnerships can vary but generally takes several months to ensure effective collaboration and community engagement.

Program Development

Finally, program development is a core piece of TMA establishment. The first step to this is conducting a needs assessment, which is essential to identify the specific transportation challenges and opportunities within the community. This involves gathering data on current transportation patterns, commuter preferences, and areas with high congestion or limited access to transit options. Key stakeholders include transportation planners, local businesses, community organizations, and residents. In Miami-Dade County, this would involve collaborating with DTPW to conduct surveys, focus groups, and data analysis to understand the unique transportation needs of the community. The timeline for conducting a needs assessment can range from a few weeks to several months.

Next comes designing targeted programs to address the identified needs. This involves developing initiatives such as carpooling, shuttle services, bikesharing programs, and other sustainable mobility options. Stakeholders involved in this step include transportation planners, local businesses, community organizations, transit agencies, and micro-transit and micro-mobility companies. In Miami-Dade County, this would involve working with entities like SFRTA, Brightline, Amtrak, Miami-Dade Transit, CitiBike, and Freebee to integrate these programs with existing mobility networks. The timeline for designing targeted programs can vary but generally takes several months to ensure comprehensive planning and coordination.

Implementing the programs involves rolling out the initiatives and ensuring they are accessible and effective for the community. This step requires setting up the necessary infrastructure, promoting the programs, and providing support to users. Stakeholders in this step include local government officials, transportation providers, community organizations, and marketing teams. In Miami-Dade County, this would involve collaboration with DTPW to oversee the implementation process and ensure that the programs meet the community's needs. The timeline for implementation can range from a few months to a year, depending on the complexity of the programs and the resources available.

Finally, monitoring and evaluating the programs is essential to assess their effectiveness and make necessary adjustments. This involves collecting data on program utilization, user satisfaction, and overall impact on transportation patterns. Stakeholders involved in this step include monitoring and evaluation specialists, local government officials, and community representatives. In Miami-Dade County, this would involve setting up a dedicated team within DTPW and local municipalities to conduct continuous monitoring efforts and ensure that the programs are achieving their intended goals. This is an ongoing phase, requiring regular assessments and adjustments.

5. Summary and Next Steps

This document provides a comprehensive overview of the existing mobility policies and programs within Miami-Dade County, case studies of successful TMAs implemented across the country, and detailed steps to establishing TMAs within Miami-Dade County. Its purpose is to assist CITT in understanding how the establishment of TMAs can support the county's mobility goals and outline the necessary steps for creating successful TDM programs. As the entity responsible for overseeing the implementation of PTP funds, CITT relies on the insights from national best practices and recommendations to enhance connectivity and mitigate barriers to mobility countywide.

The document further enriches this overview with an evaluation of Miami-Dade County's ongoing mobility policies and programs that would support the establishment of TMAs. This evaluation highlights current efforts to address micromobility and first- and last-mile challenges through innovation mobility solutions. By aligning with these broader frameworks, the document sets a coordinated direction to ensure that mobility improvements in Miami-Dade County are in line with government objectives at all levels. This serves as a foundation for developing actionable strategies in a forthcoming **Best Practices and Recommendations Report**.

In the short term, this effort will focus on conducting a needs assessment, feasibility analysis, and reviewing potential models for TMAs within Miami-Dade County. These assessments, to be detailed in a forthcoming **Needs Assessment and Feasibility Report** and **Final Implementation Plan**, aim to identify areas where mobility improvements are most needed and develop a blueprint for implementation within those communities. The goal is to enhance connectivity and improve the reliability of transit services funded by the surtax allocated for transportation initiatives. By addressing these priorities, this effort will lay the groundwork for creating a more integrated and efficient mobility network throughout the county.